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ABSTRACT

School district administration and staffing patterns are examined in this report prepared in response to CRS 22-2-118, which requires the Colorado Department of Education to conduct a study to determine where savings of state and local funds may be realized. Section 1 offers an analysis of district staffing patterns from existing data. The second section presents the results of a survey of cost saving administrative and staffing measures undertaken by school districts. Section 3 examines eight cost-saving proposals ranging from relatively minor rearrangements to major restructuring options. The fourth section presents a case study of three districts to describe and summarize the issues and progress in reorganization and other shared service arrangements. Thirteen figures and an appendix summarizing district-by-district staffing patterns are included. (LMI)

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# STUDY OF SCHOOL DISTRICT ADMINISTRATION AND STAFFING

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Commissioner of Education

A report to the General Assembly prepared in response to CRS 22-2-118, which requires the Department of Education to conduct a study of school district administration and staffing patterns for the purpose of determining where savings of state and local funds may be realized.

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Colorado Department of Education
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January 1990

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# STUDY OF SCHOOL DISTRICT ADMINISTRATION AND STAFFING PATTERNS


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## INTRODUCTION

The Department of Education was required by CRS 22-2-118 to conduct a study of school district administration and staffing patterns for the "purpose of determining where savings of state and local funds may be realized." No funding was provided for the study which had a January 1, 1990 deadline. This document reports the results of the study conducted in response to this mandate.

Because of limited resources and the short timeline for reporting, it was not feasible to do extensive new data collection in the preparation of this report. The department's study was therefore designed to be conducted from existing data, supplemented by a brief survey of school districts regarding cost saving measures already implemented. The study had four major goals.

1. To describe existing Colorado school district administrative and staffing patterns.

   An analysis of school district staffing was conducted from existing data and the results are reported in Section I. A district-by-district staffing summary is contained in Appendix A.

2. To document cost saving administrative and staffing measures already undertaken by school districts.

   School districts were surveyed regarding cost saving measures already undertaken. Results of this survey are reported in Section II.

3. To analyze the cost saving potential of specific proposals regarding administrative and staffing arrangements.

   Based on past experience and results of earlier studies, specific proposals regarding administrative and staffing arrangements were identified and analyzed for their potential to generate cost savings. Results of these analyses are contained in Section III of the report. Eight proposals with potential for cost savings are offered for consideration by the General Assembly. They range from relatively minor administrative rearrangements to options for major restructuring of the delivery of educational services.

4. To conduct a case study of school district reorganization in cooperation with three districts in the San Luis Valley that are currently exploring reorganization and other shared service arrangements.

   Three districts currently considering reorganization and other shared service arrangements agreed to cooperate with the department in a case study of the issues, problems and considerations that accompany these important deliberations. A description and summary of the issues and progress to date are contained in Section IV of the report.

Section V of the report discusses issues and barriers to the development of more cost-effective delivery of educational services in the state. Recommendations for addressing these issues are proposed.

## SECTION I. STAFFING ANALYSIS

### CHARACTERISTICS AND TRENDS OF COLORADO SCHOOL DISTRICT STAFFING

This section of the report summarizes Colorado school district staffing patterns and trends in the fall of 1988. It presents a profile of district staffing patterns by district size, and summarizes state trends from 1980 to 1988. Individual district 1988 staffing profiles are contained in Appendix A.

The analysis of school district staffing patterns provides useful insights regarding potential areas for cost savings, but two cautions must be taken in interpreting these data.

(1) Colorado does not have a uniform personnel system for school districts. The existing 176 systems reflect different personnel categories, different organizational arrangements and different job duties and functions. Even when job titles are the same and duties appear to be similar, the actual activities of persons employed in the positions are not necessarily the same. This will be particularly true when districts of different sizes are compared.

(2) The data summarized in this report include only persons actually employed by school districts. Many districts contract with a variety of organizations for some of the functions reviewed here; employees of these contract organizations are not included in district staffing counts submitted to the department. Therefore, precise staffing comparisons among districts are not possible due to differences in the use of contracted services.

The trends and characteristics included in these analyses were based on staff reported (as full time equivalents) by school districts using definitions provided by the department. No independent audit was conducted of these data.

For the analyses to follow, school district employees were divided into eight categories according to the following definitions.

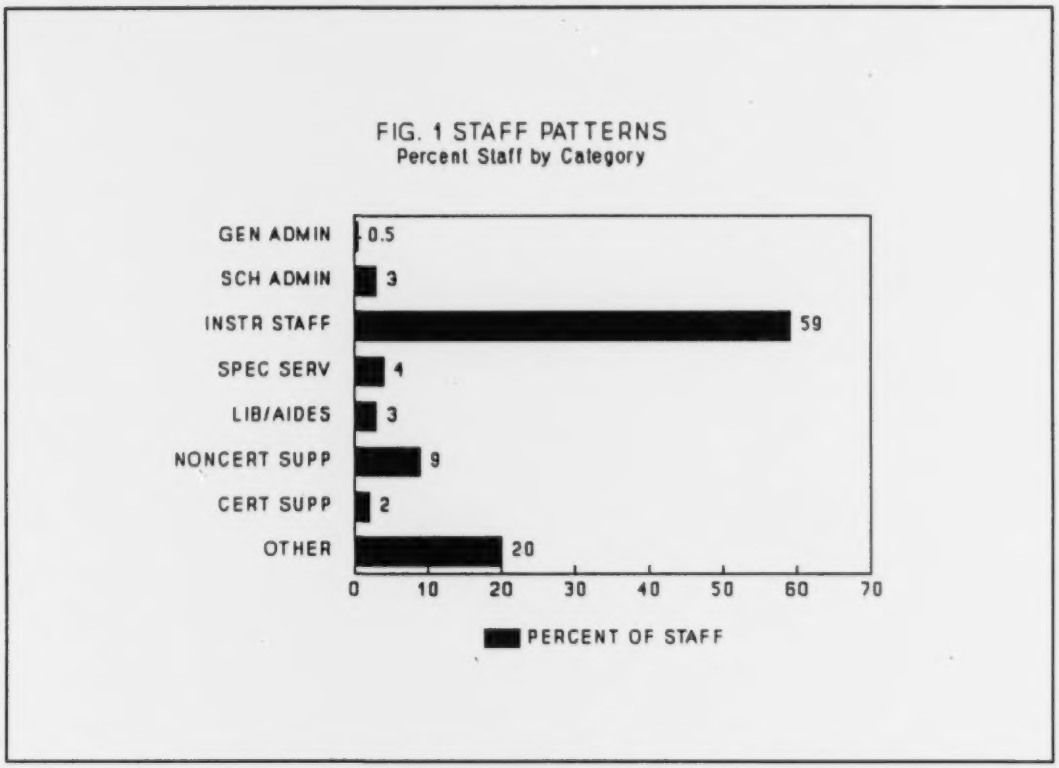
Staffing Analysis Definitions

| | |
|---|---|
| General Administrator | Superintendent, Deputy Superintendent, Associate Superintendent, Assistant Superintendent |
| School Administrator | Principal, Assistant Principal |
| Instruction | Teachers, Teacher Aides |
| Special Services | Counselors, Psychologists, Nurses, Social Workers |

| | |
|---|---|
| Library/Media | Librarians, Library Aides, Other Aides (excluding Teacher Aides) |
| Noncertificated Support | District and School Office Support, Noncertificated Administrators |
| Certificated Support | District and School Directors, Administrative Assistants, Curriculum Specialists, Supervisors, Deans, Attendance Officers, Coordinators, Consultants, Business Managers, Teachers on Special Assignment |
| Other (Noncertificated) Personnel | Transportation, Food Services, Janitorial and Other Staff |

## COLORADO STAFFING PROFILE

Figure 1 shows the 1988 percent of Colorado school district staff by each category. As noted earlier, this chart includes only staff actually employed by school districts.




The following pages discuss trends and characteristics of each of these eight staffing categories. Appendix A provides the number of staff by category for each Colorado school district, summarized by school finance category.

## General Administrators

**Definition** **Superintendent, Deputy Superintendent, Associate Superintendent, Assistant Superintendent**

- General administrators constituted less than one percent of all employees in 1988.
- Colorado school districts employed an average of 1.4 general administrators per district in the fall of 1988. The average number of general administrators by district varied only slightly, from a minimum of one to a maximum of eight.
- The number of general administrators increased as district size increased. Smaller districts typically had only a superintendent. Districts with an assistant superintendent position tended to have 1,000 students or more.
- The average number of general administrators per school was larger in smaller school districts and the average number of pupils per administrator was smaller, illustrating economy of scale.

GENERAL ADMINISTRATOR FILE

FIG. 2 FALL 1988 GENERAL ADMINISTRATORS BY DISTRICT SIZE

| | AVERAGE GEN ADMIN PER DISTRICT | RANGE OF GEN ADMIN PER DISTRICT | AVERAGE GEN ADMIN PER SCHOOL | AVERAGE PUPILS PER GEN ADMIN |
|---|---|---|---|---|
| OVER 25,000 | 5.5 | 3 - 8 | 0.1 | 8703.2 |
| 6,001 - 25,000 | 3.3 | 2 - 6 | 0.1 | 4521.5 |
| 1,201 - 6,000 | 1.5 | 1 - 3 | 0.2 | 1717.6 |
| 601 - 1,200 | 1.1 | 1 - 2 | 0.3 | 860.9 |
| 301 - 600 | 1.0 | | 0.4 | 422.4 |
| 300 AND LESS | 1.0 | | 0.5 | 170.6 |
| STATE AVERAGE | 1.4 | 1 - 8 | 0.2 | 2247.8 |

## School Administrators

### Definition Principal and Assistant Principal

- School administrators comprised 3 percent of all employees in 1988.
- Colorado school districts employed an average of 9.5 school administrators per district.
- The average number of school administrators per district tended to be a function of the number of schools in the district, with larger districts having more school administrators than smaller ones. The average number of school administrators per school varied from a minimum of 0 to a maximum of 1.8. (In several of the state's smallest districts, the superintendent also served as building principal.)
- Schools with an assistant principal tended to be secondary and to have a pupil population of more than 400 students.

FIG. 3 FALL 1988 SCHOOL ADMINISTRATORS BY DISTRICT SIZE

| | AVERGE SCHOOL ADMIN PER DISTRICT | RANGE OF SCHOOL ADMIN PER DISTRICT | AVERAGE SCHOOL ADMIN PER SCHOOL | AVERAGE PUPILS PER SCHOOL ADMIN |
|---|---|---|---|---|
| OVER 25,000 | 136.3 | 60 - 204 | 1.7 | 351.3 |
| 6,001 - 25,000 | 40.2 | 19 - 70 | 1.4 | 367.7 |
| 1,201 - 6,000 | 8.5 | 3 - 18 | 1.2 | 302.2 |
| 601 - 1,201 | 4.1 | 3 - 6 | 1.1 | 236.3 |
| 301 - 600 | 1.8 | 1 - 3 | 0.6 | 238.4 |
| 300 AND LESS | 0.6 | 0 - 2 | 0.3 | 295.4 |
| STATE AVERAGE | 9.5 | 0 - 204 | 1.3 | 335.3 |

## Instructional Staff

**Definition** **Teacher and Instructional Aide**

- This category includes regular classroom teachers plus teachers in specialized areas such as special education, music, etc.
- The majority (59 percent) of school district staff were instructional.
- The state employed a 1988 average of 199.8 instructional staff members per district. The number of instructional staff per district varied from a minimum of 6 to a maximum of 4,332.
- The number of instructional staff per district and per school increased as district size increased. Average pupils per instructional staff also increased as district size increased, representing higher pupil/teacher ratios in larger school districts.

FIG. 4 FALL 1988 INSTRUCTIONAL STAFF BY DISTRICT SIZE

| | AVERAGE INSTRUCTIONAL STAFF PER DISTRICT | RANGE OF INSTRUCTIONAL STAFF PER DISTRICT | AVERAGE INSTRUCTIONAL STAFF PER SCHOOL | AVERAGE PUPILS PER INSTRUCTIONAL STAFF |
|---|---|---|---|---|
| OVER 25,000 | 3003.3 | 1712 - 4332 | 36.5 | 15.9 |
| 6,001 - 25,000 | 876.6 | 408 - 1485 | 31.2 | 16.9 |
| 1,201 - 6,000 | 162.0 | 81 - 338 | 23.1 | 15.9 |
| 601 - 1,200 | 67.0 | 47 - 88 | 17.8 | 14.4 |
| 301 - 6,000 | 33.5 | 22 - 53 | 12.2 | 12.6 |
| 300 AND LESS | 17.9 | 6 - 28 | 8.3 | 10.1 |
| STATE AVERAGE | 199.8 | 6 - 4332 | 26.4 | 15.9 |

## Special Services Staff

**Definition** Counselors, Psychologists, Nurses, Social Workers

- Four percent of all 1988 school district employees were special services staff.
- Colorado school districts employed an average of 12.6 special services staff per district in the fall of 1988.
- The number of special services staff per district and per school increased as district size increased. The number of pupils per special services staff decreased as size increased, despite the advantage of economy of scale in the larger districts. One factor impacting the staff increase was the greater concentration of at-risk students in larger school districts. Another factor was that many of the smaller districts contracted for these services rather than hiring special services persons as staff. Often these services were purchased from a Board of Cooperative Educational Services (BOCES). A total of 131 special service providers were employed by BOCES in 1988.

FIG. 5 FALL 1988 SPECIAL SERVICES STAFF BY DISTRICT SIZE

| | AVERAGE SPECIAL SERVICES PER DISTRICT | RANGE OF SPECIAL SERVICES PER DISTRICT | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICE |
|---|---|---|---|---|
| OVER 25,000 | 213.9 | 121 - 359 | 2.6 | 223.8 |
| 6,001 - 25,000 | 59.2 | 35 - 105 | 2.1 | 249.7 |
| 1,201 - 6,000 | 9.3 | 3 - 24 | 1.3 | 276.8 |
| 601 - 1,200 | 2.5 | 1 - 4 | 0.7 | 387.5 |
| 301 - 600 | 1.1 | 0 - 2 | 0.4 | 391.1 |
| 300 AND LESS | 0.3 | 0 - 1 | 0.1 | 540.8 |
| STATE AVERAGE | 12.6 | 0 - 359 | 1.7 | 252.7 |

## Librarians, Library Aides and Other Aides

**Definition** Librarians, Library Aides and Other (Non-Teaching) Aides

- Librarians, library aides and other aides comprised 3 percent of 1988 school district staff.
- Colorado school districts employed a combined average of 10.3 librarians, library aides and other aides per district. This represents an average of 4.1 librarians and 6.2 other aides per district. Many of the other aides employed by districts were media aides. (A few were aides serving in other capacities such as nursing aides, cafeteria aides, etc.)
- The number of librarians, library and other aides increased as district and school size increased. The number of pupils per librarian/library and other aide tended to decrease as district size decreased, but this was not consistent. Some of the smaller districts received these services from a BOCES.

FIG. 6 LIBRARIANS, LIBRARY AND OTHER AIDES BY DISTRICT SIZE

| | AVERAGE LIBRARIANS PER DISTRICT | AVERGE OTHER AIDES PER DISTRICT | AVERAGE LIBRARIANS/ AIDES PER DISTRICT | AVERAGE LIBRARIANS/ AIDES PER SCHOOL | AVERAGE PUPILS PER LIBRARIAN/ OTHER AIDES |
|---|---|---|---|---|---|
| OVER 25,000 | 62.8 | 75.1 | 138.0 | 1.7 | 347.0 |
| 6,001 - 25,000 | 17.9 | 31.3 | 49.2 | 1.8 | 300.4 |
| 1,201 - 6,000 | 2.9 | 0 | 8.0 | 1.1 | 321.6 |
| 601 - 1,200 | 1.6 | 2.8 | 4.4 | 1.2 | 220.1 |
| 301 - 600 | 0.8 | 1.1 | 1.9 | 0.7 | 225.0 |
| 300 AND LESS | 0.4 | 0.3 | 0.7 | 0.3 | 236.8 |
| STATE AVERAGE | 4.1 | 6.2 | 10.3 | 1.4 | 309.1 |

## Noncertificated Support Staff

**Definition** **District and School Office Support, Noncertificated Administrators**

This category includes noncertificated district administrators (e.g., executive directors, business managers, etc.) and staff assigned to officials and administrators of the district (e.g., assistants, department supervisors and office clerical staff).

- Nearly one-tenth (9 percent) of all 1988 district employees were noncertificated support staff.
- In the fall of 1988, Colorado school districts employed a total of 5,375 noncertificated support staff, an average of 30.5 per district. The range per district varied from a minimum of .3 to a maximum of 649.
- The number of noncertificated support staff per district and per staff increased as district size increased. The average number of pupils per noncertificated support staff member also increased as district size increased, reflecting economy of scale.

FIG. 7 FALL 1988 NONCERTIFICATED SUPPORT STAFF BY DISTRICT SIZE

| | AVERAGE NONCERT SUPPORT PER DISTRICT | RANGE OF NONCERT SUPPORT PER DISTRICT | AVERAGE NONCERT SUPPORT PER SCHOOL | AVERAGE PUPILS PER NONCERT SUPPORT |
|---|---|---|---|---|
| OVER 25,000 | 467.4 | 279 - 649 | 5.7 | 102.4 |
| 6,001 - 25,000 | 142.4 | 45 - 324 | 5.1 | 103.7 |
| 1,201 - 6.000 | 22.0 | 5 - 58 | 3.1 | 117.0 |
| 601 - 1,200 | 10.5 | 4 - 19 | 2.8 | 92.0 |
| 301 - 600 | 4.4 | 2 - 12 | 1.6 | 96.8 |
| 300 AND LESS | 2.0 | .3 - 5 | 0.9 | 84.2 |
| STATE AVERAGE | 30.5 | .3 - 649 | 4.0 | 104.1 |

## Certificated Support Staff

**Definition** **District and School Directors, Administrative Assistants, Curriculum Specialists, Supervisors, Deans, Attendance Officers, Coordinators, Consultants, Teachers on Special Assignment**

- Certificated support staff accounted for 2 percent of all school district employees.
- A total of 1081 certificated support staff were employed by Colorado school districts in the fall of 1988, an average of 6.1 certificated support staff per district. The average number of certificated support staff per district varied from a minimum of 0 to a maximum of 247.
- The number of certificated support staff per district and per school increased as district size increased. Also, despite the apparent opportunity for economy of scale savings, the number of pupils per certificated support staff member decreased as district size increased (except for districts in the size category 300 and less).

FIG. 8 FALL 1988 CERTIFICATED SUPPORT STAFF BY DISTRICT SIZE

| | AVERAGE CERT SUPPORT PER DISTRICT | RANGE OF CERT SUPPORT PER DISTRICT | AVERAGE CERT SUPPORT PER SCHOOL | AVERGE PUPILS PER CERT SUPPORT |
|---|---|---|---|---|
| OVER 25,000 | 113.9 | 55 - 247 | 1.4 | 420.2 |
| 6,001 - 25,000 | 28.9 | 10 - 57 | 1.0 | 511.2 |
| 1,201 - 6000 | 4.1 | .3 - 14 | 0.6 | 636.2 |
| 601 - 1,200 | 0.8 | 0 - 3 | 0.2 | 1164.4 |
| 301 - 600 | 0.2 | 0 - 1 | 0.1 | 1945.1 |
| 300 AND LESS | 0.2 | 0 - 2 | 0.1 | 989.7 |
| STATE AVERAGE | 6.1 | 0 - 247 | 0.8 | 517.6 |

## Other Personnel

**Definition** Transportation Staff, Food Services Personnel, Maintenance Staff, Crossing Guards and Other Staff

- One-fifth (20 percent) of school district employees were other personnel.
- Colorado school districts employed a total of 11,777 other personnel in the fall of 1988, with an average of 66.9 per district. Since many districts contract out some of the functions performed by other personnel, the true count of service providers in this area is probably considerably higher. The range of other personnel varied from a minimum of 2 to a maximum of 1,916.
- The number of other personnel per district and per school increased as district size increased. The number of pupils per other personnel increased as district size increased, reflecting economy of scale. The exception was that districts with over 25,000 funded pupil count had an average pupils per other personnel ratio that was lower than the next two size categories.

FIG. 9 FALL 1988 OTHER PERSONNEL BY DISTRICT SIZE

| | AVERAGE OTHER PERSONNEL PER DISTRICT | RANGE OF OTHER PERSONNEL PER DISTRICT | AVERAGE OTHER PERSONNEL PER SCHOOL | AVERAGE PUPILS PER OTHER PERSONNEL |
|---|---|---|---|---|
| OVER 25,000 | 1075.9 | 418 - 1916 | 13.1 | 44.5 |
| 6,001 - 25,000 | 282.7 | 98 - 582 | 10.1 | 52.2 |
| 1,201 - 6,000 | 50.8 | 16 - 123 | 7.2 | 50.7 |
| 601 - 1,200 | 22.1 | 14 - 36 | 5.9 | 43.6 |
| 301 - 600 | 11.3 | 5 - 19 | 4.1 | 37.3 |
| 300 AND LESS | 6.0 | 2 - 12 | 2.8 | 27.9 |
| STATE AVERAGE | 66.9 | 2 - 1916 | 8.8 | 47.5 |

## SCHOOL DISTRICT STAFFING PER SCHOOL AND PER PUPIL

Figure 10 shows the number of staff by category on a per school and per pupil basis.

For every Colorado public K - 12 school, there was a 1988 average of:

- .2 general administrators,
- 1.3 school administrators,
- 26.4 instructional staff,
- 1.7 special services staff,
- 1.4 librarians, library aides and other aides,
- 4.0 noncertificated support staff,
- .8 certificated support staff and
- 8.8 other staff.

On a per pupil basis, there was an average of:

- one general administrator for every 2,248 students,
- one school administrator for every 335 students,
- one instructional staff member (teacher and teacher aide) for every 16 students,
- one special services staff member for every 253 students,
- one librarian, library aide or other (non-teaching) aide for every 309 students,
- one noncertificated support staff member for every 104 students,
- one certificated support staff member for every 518 students, and
- one other personnel staff member for every 48 students.

## FIGURE 10. CHARACTERISTICS OF 1988 SCHOOL DISTRICT STAFFING

| Staffing Category | Average Number Per District | Range of Per District Average | Average No. Staff Per School | Average Pupils Per Staff |
|---|---|---|---|---|
| General Admin. | 1.4 | 1-8 | .2 | 2248 |
| School Admin. | 9.5 | 0-204 | 1.3 | 335 |
| Instruction | 199.8 | 6-4332 | 26.4 | 16 |
| Spec. Services | 12.6 | 0-359 | 1.7 | 253 |
| Library/Aides | 10.3 | 0-258 | 1.4 | 309 |
| Noncert. Supp. | 30.5 | .3-649 | 4.0 | 104 |
| Cert. Supp. | 6.1 | 0-247 | .8 | 518 |
| Other | 66.9 | 2-1916 | 8.8 | 48 |
| TOTAL | 337.2 | 9-7773 | 44.5 | 9.4 |

## TRENDS IN STAFFING PATTERNS, 1980 - 1988

Figure 11 shows trends in staffing patterns between 1980 and 1988.

- General administrators have declined by 5 percent, due to consolidation of five districts and elimination of some central office deputy and assistant superintendents.

- School administrators increased by 9 percent, or 132 positions. Of the new positions, 73 are accounted for by an increase in schools (from 1284 in 1980 to 1334 in 1988). An additional 30 are accounted for by the replacement of attendance officers and deans by assistant principals. The rest reflect an increase in assistant principalships.

- Instructional staff increased by 3.3 percent, somewhat faster than pupil membership, which increased 2.6 percent. This has resulted in a decreased pupil/teacher ratio for the state.

- The number of special services staff (including those employed by BOCES) increased from 1551 in 1980 to 2346 in 1988. This 51 percent increase was the largest percentage increase of all staff categories. All of the types of staff included in the category increased (i.e., counselors, psychologists, nurses, and social workers). In part, this trend reflects increased services provided to at-risk and handicapped students.

- Librarians, library aides and other aides (who are primarily media aides) increased by 21 percent, or 317 positions. This total includes a 3 percent increase in librarians and a 37 percent increase in other aides.

- Noncertificated support staff showed the greatest increase in number of positions (1194) of any category between 1980 and 1988. This reflected a 29 percent increase.

- Certificated support staff increased by 2.3 percent, or 26 positions. The increase represents an increased use of teachers on special assignment; most of the other staff in this category decreased during this time period.

- Other personnel decreased 1.4 percent, or 166 positions. This decrease may reflect two factors: an increased tendency to contract out certain types of services and increased efficiency of service delivery.

FIG. 11 SCHOOL DISTRICT STAFFING TRENDS 1980 - 1988

| STAFFING CATEGORY | 1980 | 1988 | 1988-1980 DIFFERENCE | PERCENT CHANGE 1980-1988 |
|---|---|---|---|---|
| GENERAL ADMINISTRATOR | 263 | 249 | -14 | -5.3% |
| SCHOOL ADMINISTRATOR | 1538 | 1670 | 132 | 8.6% |
| INSTRUCTIONAL STAFF | 34312 | 35439 | 1127 | 3.3% |
| SPECIAL SERVICES | 1551 | 2346 | 795 | 51.3% |
| LIBRARY/OTHER AIDES | 1498 | 1815 | 317 | 21.2% |
| NONCERTIFICATED SUPPORT | 4181 | 5375 | 1194 | 28.6% |
| CERTIFICATED SUPPORT | 1118 | 1144 | 26 | 2.3% |
| OTHER PERSONNEL | 11943 | 11777 | -166 | -1.4% |
| TOTAL | 56404 | 59815 | | 6.0% |

## SECTION II. COST SAVING MEASURES ALREADY UNDERTAKEN BY COLORADO SCHOOL DISTRICTS

A survey was conducted in August, 1989, to determine present cost saving practices in Colorado schools. This section summarizes the survey results. All superintendents were sent a one-page form; 147 responses were received for a 84 percent return rate.

A wide array of cost-saving examples were provided by districts. Larger districts reported pages of cost-saving actions. Smaller districts reported many cost-saving staff changes. Because of school revenue squeezes in most districts during recent years, many school districts reported they had already pared staffing and administrator budgets significantly. A number of larger school districts, 15, reported they had conducted or were conducting their own studies of effectiveness, either with internal studies or by contracting for a study.

The cost saving measures listed below illustrate the most frequently cited areas reported by districts. Examples are listed in order of frequency of mention.

### Cost Savings in Non-Administrative Staffing Patterns

Superintendents were asked: "What has been done to save money in the current non-administrative staffing pattern of your school district?" Larger districts cited teacher reductions related to enrollment reductions, while smaller districts reported savings by combining functions or reducing hours. Some districts reported many significant reductions.

> We eliminated all but one teacher aide, cut our school nurse to half-time, eliminated our activity bus, cut four teachers from our staff; went to a 168 day calendar thus reducing all support staff by 12 days per year, cut back an additional week before school and after school ended from our secretaries' scheduled time; our librarian and counselor each teach half-time."

In some cases, schools have had to move budget reduction into practices which could affect quality, such as cutting special education, hiring only beginning teachers or cutting teacher planning time.

Larger Districts

Faculty Savings

- Cut teacher positions - with or without enrollment decline;
- Maintained faculty counts in the face of increasing enrollment;
- Increased class size, used aides and volunteers;
- Hired less experienced teachers;
- Cut electives, combined some classes.

Other Savings

- Closed schools, consolidating as enrollment declined;
- Consolidated food kitchens (satellites) and transportation; Contracted services (e.g. custodial);
- Changed benefits, allowed early retirements to remove high end salaries, cut employee wellness program;
- Made programs self supporting or dropped programs.

Smaller Districts

Faculty Savings

- Reduced certificated and noncertificated positions, reduced special education staff;

  "In moving from K-6, 7-12 design to K-4, 5-8 9-12 following new construction, we have been cautious about staffing, using a library aide instead of a librarian, fewer custodians, no additional counselors, modified cafeteria help."

- Required teachers to teach several subjects (multi-endorsed), or used part time teachers;
- Combined classes (e.g. grades 1-2, 7-8), split assignments between two schools, shared teacher with another district;
- Added assignments to existing positions, one teacher eliminated her planning period (for pay), saving cost of additional teacher;
- Used telecourses, distance learning;
- Hired beginning teachers vs. experienced teachers with master's degrees.

Other Savings

- Used a four-day school week which saves in utilities, lunch and transportation personnel;
- Reduced hours or months of employment, cut overtime for some noncertified positions;

- Used community volunteers for aides, enrichment; "Have senior citizen tax-exchange where they work in school in exchange for tax reduction to increase help for less expenditures"
- Combined bus routes.

### Cost Savings in Administrative Staffing Patterns

Districts were asked: "What has been done to save money in the current administrative staffing pattern of your school district?" Fewer examples were cited for administrative savings compared to nonadministrative savings, with some districts stating they had already cut to a bare bones budget. Many small districts noted they have only one administrator in the first place, so cuts have come in other areas.

#### Larger Districts

- Initiated a hiring freeze, combined positions, take on additional tasks, increased enrollment without adding administrators, developed enrollment driven administrator allocation formula;
- Used support and technical staff or interns for administrative tasks;
- Increased technology to do some administrative tasks such as attendance;
- Consolidated schools, thus reducing administrators;
- Contracted with BOCES for services.

#### Smaller Districts

- Combined principal and superintendent functions;
- Cut or didn't replace assistant principal;
- Used teachers with planning time to do administrative tasks such as attendance, used administrative intern as AP at teacher's pay.

### Plans for Future Cost Saving Changes in Staffing

Next, superintendents were asked: "What plans are under consideration for cost saving changes to administration and/or staffing patterns in your district?" Several school districts noted that they could not cut faculty further without increasing class sizes. Smaller districts in particular felt they had already made cuts down to or into program quality levels. Where future plans were cited, they mostly repeated practices already in place in other districts.

#### Larger Districts

- Maintain staff with increased enrollment (larger class sizes) Example: Adding preschool without adding new staff or facilities;
- Use short-term special assignment persons;
- Conduct effectiveness studies;
- Change administrative structure to site-based management.

Smaller Districts

- Look at sharing staff with other districts;
- Find multi-endorsed teachers or use part-time teachers;
- Continue to review, looking at staffing patterns in similar sized districts, get outside help in studying administration practices ("goal is improving effectiveness of supervision and management rather than cutting staff");
- Use early retirement;
- Keep salaries down.

Changes Resulting from Peat-Marwick Study of 1987-88

Finally, school districts were asked: "If your district was one of the districts included in the Peat Marwick Main and Co. efficiency study of several years ago, what changes in your district occurred as a result of that study?" Only 20 school districts were in the Peat Marwick study of school district organization and staffing. Some respondents noted changes they had made were independent of the study, others cited some changes they had made following the study recommendations. One district stated that the computerization recommended to them did not, in fact, save any money for them. Two others said they had received recommendations to add staff, but did not. Reported changes were:

- Reorganized central administration, consolidated departments (balanced span of control between supervisors);
- Began custodian inservice training;
- Developed an enrollment driven-administrator allocation formula.

## SECTION III. COST SAVING PROPOSALS

The Section I staffing analysis reveals wide variations in staffing patterns among school districts. Some staffing categories, such as the general administrator category, appear to be driven primarily by district size. Other categories show wide variation among districts which reflect different management and administrative strategies. Cost savings might result from increased use of combined or shared services or from the development of more efficient management and service delivery strategies.

Section III presents eight proposals which have potential for producing cost savings in Colorado K - 12 education. These proposals are offered for consideration and additional investigation if the General Assembly believes that they should be pursued. The proposals offer a wide variety of alternatives for cost savings in educational and library service delivery. They range from relatively small-scale administrative rearrangements to the total restructuring of schools, school districts and libraries. They fall into three general categories.

### Sharing Services or Resources Among Districts and Libraries.

One way to decrease the cost of educational and related services is to increase the economy of scale by increasing the sharing of services or resources among school districts and libraries. Five approaches to shared services are explored.

(1) Increase Employee and Resource Sharing Among Districts Through BOCES or Other Arrangements

(2) Utilize Telecommunication Linkages to Increase Sharing of Services

(3) Expand Participation in Statewide or Other Cooperative Purchasing Agreements

(4) Establish a Statewide Mechanism for Responding to Environmental Emergencies

(5) Combine Public and School District Libraries

### Restructuring School District and Library Organizational Arrangements

The potential for increased efficiency and cost savings also may result from the restructuring of the educational system through changes in the governance structure or other organizational arrangements. Two proposals describe approaches to restructuring that have the potential for improving the effectiveness and efficiency of educational service delivery.

(6) Improve Effectiveness and Efficiency Through Decentralized Management of School District Functions

(7) Restructure Elementary and Secondary Education to Include Early Childhood Services

**Contracting Services to Private Organizations**

It is often suggested that the privatization of many governmental functions would result in substantial cost savings to the taxpayer. A final proposal explores this option.

(8) Contract Management and/or Other Services to Private Organizations

## (1) INCREASE EMPLOYEE AND RESOURCE SHARING AMONG SCHOOL DISTRICTS THROUGH BOCES OR OTHER ARRANGEMENTS

### ISSUE

Considerable savings can be realized if school districts share resources and staff in the delivery of educational and related services to students as well as the performance of administrative functions. This can be accomplished through BOCES (Boards of Cooperative Educational Services), reorganization or other arrangements.

Existing Shared Services Arrangements

The Board of Cooperative Services Act of 1965 made it possible for two or more Colorado school districts to establish a board of cooperative services for the general improvement and expansion of educational services when such cooperation appeared desirable. There are 17 BOCES currently operating in Colorado. Participation in a BOCES program is voluntary, and a school district may choose to cooperate with other districts in one program and not participate in others. Cooperative arrangements also exist among districts that do not involve the formation of a BOCES.

Services frequently provided by BOCES include the following: special education, vocational/career education, bilingual education, migrant education, preschool programs, other special grants/programs, research/program evaluation, data processing, inservice training, library/media services and computer/equipment services.

### ANALYSIS

Precise figures showing the amount saved annually through shared services and cooperative arrangements are not available, but examples of shared services in several areas illustrate the possibilities.

- In one BOCES, a joint project in special educatio resulted in a savings of approximately one half million dollars.
- In another BOCES, the estimated cost to duplicate the same services (if provided by each individual district) would have required at least an additional $90,000 in federal (Chapters 1 and 2) and state English Language Proficiency Act money, and an additional $230,000 in Migrant Education money.
- Another BOCES purchased duplicator paper for the member districts through cooperative purchasing. The districts were able to realize a cost savings of $10.52 a carton, for a total savings of over $19,000.

- Ten of the 17 BOCES formed a cooperative food purchasing agreement. This produced a savings of up to 40 percent of the previous food costs.

- In another area, there is the potential for cost savings regarding library/media services. Library media experts consider the optimum staffing to be one certificated library media specialist per school building. However, this is often not possible and some districts have contracted to share library media services through BOCES. In these cases a library media specialist provides services to multiple buildings or districts. An aide provides daily services at the building with supervision by the certified specialist. An example of cost savings that might occur is provided by a case in which two districts contract for a library media specialist at an annual salary of $30,000. Each district also hires an aide at an annual cost of $7,000. In this case, the cost savings per district is $8,000.

- In 1988, Colorado school districts spent an average of $394,710 per district on pupil transportation. Sharing transportation services among districts would result in greater efficiency due to economy of scale. Some advantages resulting from increased efficiency are: increased bus utilization, reduced personnel costs, improved maintenance programs, professional management, improved recruitment and training, and the opportunity for larger purchases of fuel and supplies. In spite of these advantages, only a few districts currently share services in pupil transportation. District perceptions of the disadvantages of such sharing include three areas. (1) Complex Negotiations. All parties must agree and develop an agreement that details the governing structure for the combined services, including rules of operations, lead district, acquisition of new buses and equipment, distribution of costs and conflict resolution. (2) Control Over Service. Some districts perceive that if a larger district is the lead district, it would utilize the best buses, have shorter routes, require smaller districts to adjust school schedules and not be as receptive to activity and education field trips. (3) Lack of Incentives. Since very little consolidation of transportation services has taken place, there is little data that supports cost savings. Districts are reluctant to trade known for uncertain benefits. Also, the possibility of potential reduction in staff is not an incentive for managers in smaller districts to encourage consolidation.

## PROPOSAL 1

Although cost saving through shared services already exists, the potential for even greater efficiencies exists if this were expanded. The state should develop ways to encourage reorganization, greater utilization of BOCES and other shared services arrangements. Examples of areas in which shared service arrangements might be beneficial include the following.

1. Staff Development. Many BOCES now provide numerous staff development experiences for local school district personnel. Such services could be expanded.

2. School Management Functions. A BOCES administrator might serve as superintendent for several small school districts; budgeting and accounting might be accomplished by BOCES staff for all participating districts. Cooperative financial management through sharing of PERA insurance services, expanded investment pooling, consolidation for revenue raising purposes and the administration of building and debt services on a regional basis are also feasible. The evaluation of school district personnel might be accomplished for a number of small school districts by BOCES staff members with expertise in that area.

3. Delivery of Instruction Through Technology. A BOCES teacher might provide instruction for 10 or 15 classrooms in small school districts in physics, chemistry, calculus or other specialized subjects through the use of two-way interactive television. Resources such as reference materials, management information, etc., could be shared by several districts through computer networking (see Proposal 2).

4. Cooperative Delivery of School Transportation, Food Service, and Building Maintenance. Considerable savings in management cost, inventory, and capital acquisition might occur through BOCES-managed services in these three areas. A BOCES might manage these functions for 10 or 15 small school districts.

5. Shared Personnel. Teachers and related services personnel providing services to students with special needs can be shared among districts. Services for students with special needs can also be contracted with private agencies or hospitals.

## (2) UTILIZE TELECOMMUNICATION LINKAGES TO INCREASE SHARING OF SERVICES

### ISSUE

Telecommunication linkages provide a mechanism for increasing the sharing of instructional and other services and resources, resulting in cost savings for individual districts.

### ANALYSIS

School districts, colleges, universities and BOCES can join forces to provide instructional and media center services more effectively by sharing resources via telecommunications networks and by accessing external networks. Although there will be up-front capital expenditures, increasing cost savings will occur as the projects continue. Factors that affect the initial investment and operational costs for telecommunications usage include the current level of telecommunications capabilities in classrooms, the technologies selected, the hardware and software available, the expertise of the staff, the size of the district (the number of locations), and proximity to other school districts, institutions.

Instructional services which can be offered through educational telecommunications/distance learning networks include: courses for which teachers can not be hired locally because of the remoteness of the area, low teacher salary schedules or low enrollment in the class; courses with expensive laboratory simulations; guest presenters; cultural events; career counseling; staff development; and district and regional staff meetings. Additionally, databases, electronic mail systems, bulletin boards, and other communication devices provide teachers, students, and administrators with channels for communication and access to information sources.

The incorporation of computer technologies (including word processing, videodisc, CD-ROM, telecommunications and scanners) into the classroom allow teachers to cost-effectively individualize instruction by addressing individual learning styles, allowing students to work at their own pace, providing an additional teaching resource, encouraging student creativity, and increasing classroom management capabilities and the availability of student data. Media services which can be shared include public access catalogs, resource sharing, database searching, inventory, batch acquisitions, joint purchasing, electronic mail and bulletin boards, cataloging and other technical processing, software networking and joint licensing of materials among districts.

The Colorado Telecommunications Advisory Commission has developed a preliminary plan for the delivery of courses and programs for students and teachers via a two-way telecommunications network capable of carrying voice, video and data. Many school districts and BOCES across the state are in the process of developing plans for the implementation of regional networks which can be interconnected via a statewide backbone. The networks will be used by K-12 and higher education, other government

agencies, business and the local community in general for the delivery of courses and training.

Many school districts across Colorado and the nation already receive courses and staff development programming via satellite on a cost per pupil per course basis. For example, the program offered by Oklahoma State University charges $600 for one student, $1200 for two students, $1800 for three students, and $2400 for four to ten students. Districts must have a satellite receiver, television set, and a VCR. They may also need classroom computers, software and peripherals depending upon the course. Several Colorado universities, state agencies, organizations and institutions are investigating course delivery via satellite technology and/or our public broadcasting stations to students and teachers throughout the state.

An example of costs incurred by five Minnesota districts through telecommunications using a fiber optics system for distance learning include:

- A one-time capital expenditure of approximately $17,000 per school for television monitors, video cameras, microphones, audio, speakers, etc.
- Annual operating costs of $16,000 per year per district.

On an annual basis, for less than one teacher's salary, these districts were able to share classes taught by master teachers and provide their students with courses in French (I/II), college mathematics (algebra, trigonometry and calculus), college English, physics, social studies electives (including psychology and world geography), Spanish (I/II/III), and fashion design.

## PROPOSAL 2

The state should provide incentives to encourage the establishment of telecommunications networks and systems to provide improved, cost-effective delivery of educational and media services.

## (3) EXPAND PARTICIPATION IN STATEWIDE OR OTHER COOPERATIVE PURCHASING AGREEMENTS. EXPAND THE AGREEMENTS TO COVER CERTAIN AREAS NOT CURRENTLY INCLUDED.

### ISSUE

The potential for substantial savings exists if school districts combined to purchase standard items as part of the state purchasing process or through other cooperative agreements.

### ANALYSIS

Participation in statewide purchasing agreements is currently available to Colorado school districts through the Department of Local Affairs on a voluntary basis. Fifty-nine districts already participate to some extent in purchasing from state contracts. According to records maintained by the Department of Local Affairs, the items most frequently purchased through state contracts include office supplies, janitorial supplies, tools, automobiles, automobile parts and supplies (tires, spark plugs, batteries), and sporting goods and athletic equipment.

Some districts develop their own contracts and purchasing agreements or do this on a cooperative basis with other districts. The more districts included in the agreement process, particularly large districts, the greater the potential for savings due to volume of purchasing.

Savings could also be increased by the expansion of state purchasing contracts (and other existing agreements) to include some items frequently purchased by school districts that are not on the current list. For example, Colorado school districts collectively operate more than 5,000 school buses. In any year, as many as 350 new buses may be purchased, at an approximate cost of $45,000 each. Developing a state contract for school buses could conceivably save a lot of money. (However, for such a bid process to result in savings, districts would have to be committed to purchasing from the selected vendor.) Similar arguments could be made regarding such items as standard textbooks, standardized tests and computer software.

### PROPOSAL 3

The state should explore options for expanding school district participation in existing purchasing agreements. As a cost-saving procedure, the General Assembly could consider requiring districts to purchase from state agreements or other cooperative arrangements where possible. The state should also pursue the possible expansion of existing purchase agreements to cover other commonly purchased items, such as buses, textbooks, standardized tests and computer software.

## (4) ESTABLISH A STATEWIDE MECHANISM FOR RESPONDING TO ENVIRONMENTAL EMERGENCIES SUCH AS RADON ABATEMENT OR ASBESTOS REMOVAL

### ISSUE

Environmental problems such as the presence of radon and asbestos in school buildings have resulted in costs to school districts that may be more efficiently addressed by a statewide mechanism.

### ANALYSIS

Radon Testing. Colorado school districts are required to conduct radon testing in their schools by March 1, 1991. The results are to be made available to parents, students and the state health department.

School districts must foot the bill, but the tests are relatively inexpensive. The State Board of Health estimates that the cost of testing each first floor classroom in the entire state could range from $ 257,380 to $ 307,545. The cost will vary depending on the size of the district and whether the testing is done in-house or by a consultant. The 1991 deadline for radon testing gives schools time to budget funds and do follow up tests if readings exceed maximum safety levels set up by the Environmental Protection Agency.

Asbestos Testing. The Asbestos Hazard Emergency Response Act of 1986 requires public school districts and private schools to inspect all school buildings for both friable and nonfriable asbestos; to develop plans to manage asbestos in schools; and to implement the plans in a timely fashion. All districts were required to implement their management plans no later than July 9, 1989.

Radon Abatement and Asbestos Removal. Asbestos testing has already been completed by school districts, and radon testing costs are relatively low. However, the cost of substance removal or containment, if necessary, is estimated to be many times the cost of testing.

### PROPOSAL 4

The state should investigate the possibility of establishing a statewide mechanism for responding to environmental issues such as the presence of asbestos and radon. A statewide contract for such removal services could have the benefit of providing such services at relatively lower prices, due to economy of scale. The state would establish standards for such services, relieving school districts of the burden of doing the research required for standard-setting. The contract could be funded by the establishment of fees for school district participation.

## (5) COMBINE PUBLIC AND SCHOOL DISTRICT LIBRARIES

### ISSUE

Communities with both public and school libraries can realize cost savings from combining them.

### ANALYSIS

Combined public and school libraries have been successfully established in ten Colorado communities. This concept could be expanded to other areas, particularly small communities with both a public and a school library. Mergers that have been established to date have occurred in an attempt to prevent the closure or severe curtailing of services in either the public or the school library or both. The success of such mergers is dependent upon the agreement of the city/county (governing agency of the public library) and the school district. Contractual agreements must be made between the city/county and the school district regarding funding, staffing, site and site management, etc.

- In one community, the high school and public libraries were combined. The high school contributed $6500 for books and audio-visual equipment for the combined library and the public library contributed $117,000. One full time librarian and a half time clerk were contributed by the school; the public library contributed one full time librarian, one full time assistant and two part time assistants.

- In another community, the school's 1988 contribution to the combined library was $120,000 and the public library contribution was $30,000.

### PROPOSAL 5

The state should find ways to encourage communities to consolidate public and school libraries in additional communities.

## (6) IMPROVE SCHOOL DISTRICT EFFECTIVENESS AND EFFICIENCY THROUGH DECENTRALIZED MANAGEMENT OF SCHOOL DISTRICT FUNCTIONS

### ISSUE

Site-based management offers the opportunity to restructure school district administrative and service delivery arrangements in ways that may improve both the effectiveness and the efficiency of schools.

### ANALYSIS

In site-based management, major decisions about education are made at the school building level. Some concepts that might be incorporated in this approach include:

Philosophy and Educational Program. The school community, including the parents, teachers and students would determine the philosophy and educational programs of the school.

School Structure and Staffing Patterns. The grade and unit groupings would be decided at the building level, as would decisions regarding staffing patterns. School building staff would determine the number of certificated and noncertificated staff, pupil/teacher ratios, teaming arrangements, etc.

School Budget. School staff would determine budget priorities and decide how funds would be spent, with few externally imposed constraints.

Principal and Staff Selection. Staff and community members would participate in the selection of the principal and staff members.

Conditions of Employment. Staff salary schedule, benefits and other conditions of employment could vary from school to school depending on needs and school performance.

Central Office Support. Individual schools could determine which services are needed from the central office or other sources. Specific services could be contracted with the supplying source.

Extending site-based management beyond the school to segments of the school is a promising concept which could be effective as well as cost efficient. This concept is often referred to as the "mini-magnet" school, the "shopping mall" school, or "schools within a school." This form of site-based management can increase the diversity of educational choices offered students and parents.

Examples of this form of site-based management could be developed in elementary, middle/junior high, and high schools. An elementary school might have one wing which would be a Montessori school, focusing on developmental learning from pre-school

through the sixth grade. A second wing might contain a visual and performing arts school permitting students to accomplish the English, mathematics, science, and social science core in a setting designed to develop their artistic potential. A third wing might feature an international studies school. In this school, focus might be on fluency in one or two foreign languages and accomplishment of a core of studies with an emphasis on international familiarity and perspective.

The mini-magnet approach offers schools the opportunity to explore many new possibilities. To increase the diversity of educational choices, a board of education might contract with the British Primary School, Accelerated Learning, or another specialized program to provide educational services in one wing of a school. With this approach, school effectiveness is not only enhanced by diversity, but is encouraged by competition.

## PROPOSAL 6

The state should assist districts in the exploration of alternative methods for delivering educational services. This could include (1) the development of more specific plans for site-based management; (2) initiation of a limited number of pilot projects to implement creative approaches to restructuring schooling and (3) expanding incentives and opportunities for instruction to be contracted with businesses, other private organizations, BOCES, other agencies, etc. Pilot projects should be carefully evaluated from multiple perspectives so that the effectiveness, efficiency and advantages and disadvantages of site-based management approaches become clear.

## (7) RESTRUCTURE ELEMENTARY AND SECONDARY EDUCATION TO INCLUDE EARLY CHILDHOOD SERVICES

### ISSUE

By the time many children enroll in school, they are already educationally disadvantaged and in need of special services. The potential exists for the provision of more efficient and effective services to children through the inclusion of three- to five-year-olds in the existing elementary education system.

### ANALYSIS

A growing body of research indicates that early childhood education may be one of the best economic investments available. Children who receive high quality support in their early years are less likely to need special education services, to become pregnant as teenagers or to be on welfare. They are more likely to graduate and to hold jobs. A healthy early childhood experience provides a foundation for the development of life skills necessary for the world our children will live in.

In our society the family has been traditionally responsible for the early childhood years. With family functions changing so drastically during the last 25 years, a gap has emerged as to who provides for the children. Single parent families and working mothers have become the norm. Early childhood care and education are increasingly needed to replace the functions and services formerly provided by parents.

The need of families for early childhood services combined with the knowledge of the effectiveness of these programs has led many people to take the position that there should be universal access to education for all young children. The issues are: who will provide it and who will pay for it? Both questions are actively being debated in Colorado.

Public schools are positioned to take the lead in developing early childhood services in our communities. Funding from the School Finance Act could go to school districts based on counts, just as they do now for K - 12 education. School districts could form local community advisory councils that would advise local school boards as to appropriate service providers. Schools could develop programs, they could contract out with other providers or do a combination of both approaches. The councils could also coordinate community services to the whole family, increasing the effectiveness of early intervention. This approach allows room to take advantage of current services rather than having to create new ones. It also encourages coordination of existing resources for the family.

Who will pay? It is possible that students in 11th and 12th grade could be served by other educational agencies such as the community college system expanded to provide local community satellites. It can be argued that services of these agencies may even be more developmentally appropriate for youth than our existing school system.

Programs such as authorized by the post secondary options legislation provide an example of the possibilities. Extending elementary education to include preschool provides an opportunity to invest in a child's early years where the need is felt by families and research indicates services are effective in supporting growth.

## PROPOSAL 7

The state should expand its exploration of service delivery arrangements and programs for preschool and upper level secondary students to achieve a more efficient and effective educational service delivery system. The cost saving potential of this proposal lies in the prevention and early correction of problems that we now spend a great deal of money attempting to correct, remediate or contain.

## (8) CONTRACT MANAGEMENT AND/OR OTHER SERVICES TO PRIVATE ORGANIZATIONS

### ISSUE

Contracting services to private organizations may offer an opportunity to realize cost savings in areas such as transportation, maintenance, food services, computer services, services to low incidence handicapped and at-risk students, etc.

Contracting of school district functions is authorized by Colorado statute (C.R.S. 22-32-122) which provides that: "(1) Any school district has the power to contract with another district or with the governing body of a state college or university, with the tribal corporation of any Indian tribe or nation, with any federal agency or officer or any county, city, or city and county, or with any natural person, body corporate, or association for the performance of any service, activity, or undertaking which any school may be authorized by law to perform or undertake. Such contract shall set forth fully the purposes, powers rights, obligations and responsibilities, financial or otherwise, of the parties so contracting and shall provide that the service, activity, or undertaking be of comparable quality and meet the same requirements and standards as would be necessary if performed by the school district." In addition, the contracting of transportation services is specifically authorized in a separate section (C.R.S. 22-32-110 (1) (w).

Contracting is done to some extent by most school districts in a variety of areas. Because several school districts contract school transportation services, this function was chosen for specific analysis.

### ANALYSIS OF TRANSPORTATION CONTRACTING

Contracting of school transportation services is permitted in Colorado and is done in several districts. The types of contracted services range from one bus to the entire fleet. Districts report that the advantages of contracting are:

- avoidance of large capital expenditures to replace old buses;
- operational flexibility to meet unexpected demands;
- contractor management of personnel; and
- lower personnel costs because contractors do not have to pay PERA.

The disadvantages perceived by districts include:

- loss of control over quality of maintenance and drivers;
- fewer future alternatives after contracting because of the prohibitive costs of acquiring a fleet and providing maintenance facilities;

- limited availability of potential contractors in some areas of the state;
- the cost of bidding and contract management; and
- the profit of the contractor must be paid as a cost by the district.

The State of Washington Legislative Budget Committee conducted a study of contracted transportation services in 1987. This study reported that:

- Contracting districts had an average cost rate of $27.17 per operating hour, or 13 percent higher than the $24.12 average cost rate in district-operated programs.
- District-operated programs transported more students per hour than contract-operated programs.
- When the cost rate per hour and the pupils transported per hour were merged, the cost per student hour indicated that district-operated programs were the most cost effective.

Figure 12 presents a table showing costs of selected Colorado districts which contract transportation services in comparison to districts in the same school finance category which have district-operated programs with fleets of similar size. As measured by average cost per mile, the contracted services are neither the cheapest nor the most expensive transportation programs. One Colorado district, Ft. Lupton, has both contract- and district-operated buses, and has done a cost comparison of the two methods. In this situation, the cost in terms of dollars per day was greater for the contracted buses (see Fig. 13).

The cost effectiveness of contracting transportation services thus appears to vary from one district to the next, depending on the particular situation. Factors which affect transportation costs, and which therefore help to determine whether contracting is cost effective, include number of pupils transported, miles traveled, physical barriers (e.g., rivers, freeways, etc.), school schedules, condition of existing bus fleet, cost of available maintenance services, and availability of potential contractors.

FIG. 12 COST COMPARISON - CONTRACT VS DISTRICT TRANSPORTATION BY SETTING CATEGORY

| SCHOOL FINANCE CATEGORY | | COUNTY | SCHOOL DISTRICT | TOTAL OPERATING EXP. 1988 | EST/STUDENTS TRANS. DAILY 1987-88 TERM | COST PER PUPIL | VEHICLES AS OF MAY 1988 | COST PER PUPIL TRANS. VEHICLE | TOTAL REIMB. MILES TRAVELED | AVG. COST PER MILE |
|---|---|---|---|---|---|---|---|---|---|---|
| URBAN-SUBURBAN | O | WELD | GREELEY | 955,423.0 | 3,400.0 | 281.01 | 70 | 13,648.90 | 468,145.0 | 2.0409 |
| | O | EL PASO | HARRISON | 570,162.5 | 3,916.0 | 145.60 | 31 | 18,392.34 | 286,962.0 | 1.9869 |
| | O | EL PASO | WIDEFIELD | 364,321.7 | 2,559.0 | 142.37 | 28 | 13,011.49 | 170,460.9 | 2.1373 |
| | # | MESA | MESA VALLEY | 2,495,409.0 | 9,238.0 | 270.12 | 115 | 21,699.21 | 1,418,296.0 | 1.7594 |
| | | EL PASO | COLORADO SPRINGS | 1,966,116.0 | 4,800.0 | 409.61 | 113 | 17,399.26 | 1,195,550.0 | 1.6445 |
| | | EL PASO | ACADEMY | 1,436,567.7 | 5,095.0 | 281.96 | 88 | 16,324.63 | 1,162,861.8 | 1.2354 |
| | | LARIMER | THOMPSON | 1,408,716.9 | 4,700.0 | 299.73 | 106 | 13,289.78 | 882,813.0 | 1.5957 |
| | | URBAN-SUBURBAN CATEGORY AVERAGE | | 927,574.2 | 3,666.8 | 334.63 | 69 | 12,468.20 | 635,780.8 | 1.4782 |
| OUTLYING CITY | O | LAS ANIMAS | TRINIDAD | 167,610.0 | 875.0 | 191.55 | 17 | 9,859.41 | 67,350.0 | 2.4886 |
| | # | MONTROSE | MONTROSE | 871,223.8 | 1,580.0 | 551.41 | 53 | 16,438.18 | 447,145.7 | 1.9484 |
| | | DELTA | DELTA | 561,952.0 | 2,875.6 | 195.42 | 90 | 6,243.91 | 422,376.0 | 1.3305 |
| | | LA PLATA | DURANGO | 734,982.2 | 1,910.0 | 384.81 | 56 | 13,124.68 | 534,877.0 | 1.3741 |
| | | MONTEZUMA | MONTEZUMA-CORTEZ | 439,526.9 | 2,200.0 | 199.78 | 41 | 10,720.17 | 450,671.0 | 0.9753 |
| | | OUTLYING CITY CATEGORY AVERAGE | | 373,647.7 | 1,263.3 | 302.44 | 40 | 9,000.54 | 283,406.5 | 1.3505 |
| OUTLYING TOWN SMALLER FLEETS | O | RIO BLANCO | RANGELY | 166,969.7 | 281.0 | 594.20 | 27 | 6,184.06 | 71,391.5 | 2.3388 |
| | O | LAKE | LAKE CO | 161,953.5 | 450.0 | 359.90 | 19 | 8,523.87 | 60,506.4 | 2.6766 |
| | O | ARCHULETA | ARCHULETA | 239,087.0 | 700.0 | 341.55 | 27 | 8,855.07 | 122,876.0 | 1.9458 |
| | # | BENT | LAS ANIMAS | 190,181.0 | 349.0 | 544.93 | 11 | 17,289.18 | 125,442.0 | 1.5161 |
| | # | CHAFFEE | BUENA VISTA | 181,838.0 | 450.0 | 404.08 | 19 | 9,570.42 | 86,864.0 | 2.0934 |
| | | CROWLEY | CROWLEY | 118,678.1 | 344.0 | 344.99 | 18 | 6,593.23 | 116,007.0 | 1.0230 |
| | | GUNNISON | GUNNISON WATERSHD | 279,470.0 | 660.0 | 423.44 | 22 | 12,703.18 | 223,294.0 | 1.2516 |
| | | KIT CARSON | BURLINGTON | 145,482.9 | 267.0 | 544.88 | 17 | 8,557.82 | 150,060.0 | 0.9695 |
| | | MORGAN | BRUSH | 197,462.0 | 400.0 | 493.66 | 19 | 10,392.74 | 130,473.0 | 1.5134 |
| | | RIO GRANDE | MONTE VISTA | 98,169.2 | 605.0 | 162.26 | 22 | 4,462.24 | 107,692.5 | 0.9116 |
| OUTLYING TOWN LARGER FLEETS | # | TELLER | WOODLAND PARK | 356,853.0 | 1,227.0 | 290.83 | 34 | 10,495.68 | 185,692.0 | 1.9217 |
| | # | WELD | FORT LUPTON | 341,954.6 | 1,750.0 | 195.40 | 32 | 10,686.08 | 154,552.0 | 2.2126 |
| | | FREMONT | FLORENCE | 225,318.5 | 1,450.0 | 155.39 | 33 | 6,827.83 | 154,393.0 | 1.4594 |
| | | GARFIELD | GARFIELD | 237,708.2 | 1,438.0 | 165.30 | 42 | 5,659.72 | 265,687.0 | 0.8947 |
| | | YUMA | EAST YUMA | 221,843.0 | 781.0 | 284.05 | 39 | 5,688.28 | 276,009.0 | 0.8038 |
| | | YUMA | WEST YUMA | 148,578.0 | 800.0 | 185.72 | 30 | 4,952.60 | 274,345.0 | 0.5416 |
| | | OUTLYING TOWN CATEGORY AVERAGE | | 153,848.1 | 562.4 | 341.96 | 21 | 7,516.91 | 130,805.4 | 1.1963 |

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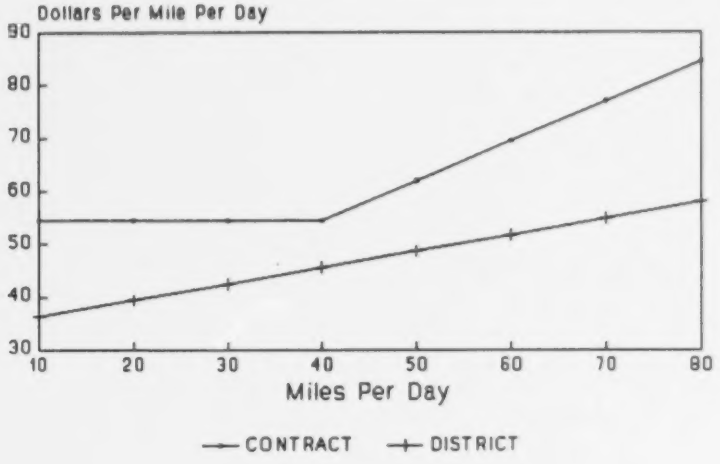
Fig. 13 Pupil Transportation Costs
Contract vs District




## PROPOSAL 8

Contracting for services is available to school districts as an option for the provision of a wide variety of management and educational services. However, the potential for cost savings via contracting varies, and needs to be examined separately in each particular situation. In some situations, the decision to contract may involve a tradeoff between the quality and cost of available services. In others, contracting may offer an attractive and viable option for reducing the cost and administrative demands of certain functions. School districts should be encouraged to explore this alternative whenever it appears feasible.

## SECTION IV. CASE STUDY OF SCHOOL DISTRICT REORGANIZATION AND SHARED SERVICES

This section summarizes the case study of three districts interested in exploring reorganization and shared services among the districts. The case study was included to provide a broader view of issues addressed by the study. The purpose of the case study was to identify and evaluate options for sharing of services for the children in three school districts in the San Luis Valley of Colorado. Shared services could be delivered through several means, including combining the districts. In addition the case study provided an opportunity to analyze and evaluate current statutory requirements for school districts considering reorganization.

### Involvement of the Three Districts and the Department of Education

In late spring of 1989, the boards of education of the Rio Grande County School District C-7 (Del Norte) and Rio Grande County School District C-8 (Monte Vista) passed resolutions to "... form a joint planning committee consisting of the board of education directors from ..." [Rio Grande County school districts C-7, C-8 and 33-J ] "... for the purpose of conducting a study of all available options concerning consolidation or sharing services." The board of education of the Rio Grande County School District 33-J (Sargent) decided to participate in the shared services component of the study but decided not "... to consider consolidation of schools at this time."

In July 1989, the three school districts requested the "... help of the Colorado Department of Education in completing a consolidation and shared services study." The case study component reported here evolved in planning the delivery of the help requested by the three boards of education.

A team of Colorado Department of Education staff members met with the members of the boards of education and administrators of the three districts three times to provide assistance and information. These meetings were attended by residents of the three districts. In addition, the administrators were asked to provide additional information about the districts which was not collected at the state level. This information was analyzed in combination with the data previously reported by the districts under Department of Education requirements.

The additional data collected were:

1. descriptions of existing educational programs,
2. descriptions of facilities, transportation routes and food service programs,
3. governance and personnel policies,
4. present and projected assessed valuation information, and
5. significant accounting practices.

## Geographic Characteristics of the Districts

The three districts are located on the western side of the San Luis Valley, northwest of the city of Alamosa. The Del Norte and Monte Vista school districts are located within Rio Grande County. The Sargent School District is located in both Rio Grande and Alamosa counties.

A map of the boundaries of the three districts shows that the Del Norte School District has the largest land area. The 593 square mile land area is larger than the Monte Vista School District and the Sargent School District combined. However, more than three quarters of the Del Norte School District is in the Rio Grande National Forest. Few people reside within the forest boundaries. The population is centered around the town of Del Norte with some additional concentration in the South Fork area, about 14 miles to the west on U.S. Highway 160. Most of the rest of the population of the district lives on privately owned land to the east of the town of Del Norte and to the west of Del Norte on both sides of U.S. 160 (west to the South Fork area). The town of Del Norte is about 14 road miles from the town of Monte Vista and about 15 road miles from the Sargent School in the Sargent School District. All of the schools are located in the town of Del Norte. As of October 1, 1989 the district had 636 pupils enrolled.

The Monte Vista School District is to the east of the Del Norte School District. The Monte Vista School District and the Del Norte School District share the same latitude from the equator as their southern district boundaries. The town of Monte Vista, in which all the schools of the district are located, is in the north center of the district. Most of the population of the district lives in or near Monte Vista. Some of the Rio Grande National Forest extends into the southwest portion of the district. The Monte Vista National Wildlife Refuge is in the east central part of the district. With 213 square miles, the district has about one-third the land area of the Del Norte School District. As of October 1, 1989 the district had 1,381 pupils enrolled.

The Sargent School District is north of the Monte Vista School District, with the Rio Grande River as the boundary between the districts. The river is about two miles north of the center of the town of Monte Vista. The western boundary is shared with the Del Norte School District. At its closest point, the boundary is about seven road miles from the town of Del Norte. There is no population center in the Sargent School District. The population lives on farmsteads throughout the district. The school buildings are located near each other, about nine road miles from the town of Monte Vista. With 119 square miles, the district is the smallest of the three districts. As of October 1, 1989 the district had 406 pupils enrolled.

## The Reorganization Process for Del Norte and Monte Vista

At the request of the boards of education of the Del Norte and Monte Vista school districts, the requirements for reorganizing school districts were provided to them.

The definition of the term "reorganization" has evolved through statutory change and usage over the last 25 years. School district reorganization is the process of combining two or more districts into one larger district which then encompasses the land areas of those districts. Reorganization can also be the combination of several districts into a lesser number of districts through redrawing the boundaries of those districts.

The reorganization process in which districts are combined should not be confused with the detachment and annexation process. The detachment of a portion of one district and its simultaneous annexation to another adjoining district is detachment and annexation. No change in governance is required for the district from which the portion was detached or for the district to which the portion is annexed. The detachment and annexation process was not considered in the study of these three districts.

The statutory procedure for reorganization of school districts which combine into one district is as follows:

1. Each of the boards of education of the districts involved must pass a resolution which forms a single planning committee. The organization of the planning committee is specified in statute. See CRS 22-30-104 and CRS 22-30-141.

2. The planning committee makes a careful study of the school systems of its county. See CRS 22-30-111.

3. The planning committee develops of plan of organization for the county. See CRS 22-30-104.

4. The planning committee gives tentative approval of the plan. See CRS 22-30-104.

5. A map is prepared which shows the boundaries of the proposed district or districts. See CRS 22-30-113 and CRS 22-30-115.

6. The planning committee sets the date for a hearing or hearings on the plan. See CRS 22-30-115.

7. The secretary of the planning committee gives notice of the filing of the map and the plan by publication of a notice in a newspaper and causing such notice to be posted. A copy of such notice must be posted in each schoolhouse where school was held during any part of the preceding 12 months. See CRS 22-30-116.

8. Following hearings on the plan, the planning committee makes changes as deemed advisable by the planning committee. The planning committee approves a final plan and the secretary of the planning committee sends the approved plan, including a map which shows the boundaries of the proposed district, and a statement of pertinent facts to the Colorado Commissioner of Education. See CRS 22-30-116.

9. The Commissioner of Education approves the plan, or the Commissioner suggests changes and amendments and returns the plan to the planning committee. If the plan is returned for changes, a conference is held between the Commissioner and the planning committee. See CRS 22-30-117.

10. If the plan is revised and approved by the Commissioner, hearings are held on the revised plan. The notice requirements are the same as those for the original plan. See CRS 22-30-116.

11. The election for the qualified electors to approve or disapprove the plan must be held not more than 40 days after the plan is approved by the Commissioner. See CRS 22-30-118.

12. The planning committee sets the date for the special election on the "Final Approved Plan." See CRS 22-30-118.

13. The notices of election must be published twice in a newspaper and posted on each schoolhouse wherein school was held during the preceding twelve months. Other notices are to be posted as deemed best. See CRS 22-30-115.

14. Five days before the election, five judges for each polling place are appointed by the planning committee. See CRS 22-30-118.

15. A meeting or meetings are held by the planning committee to explain the plan. See CRS 22-30-120.

16. The election on the plan is held. Qualified electors vote "yes" or "no." See CRS 22-30-121.

17. The canvass of votes, results, returns and certification of the election are filed by the planning committee with the county clerk within five days of the closing of polls. See CRS 22-30-122.

18. If the voters say "yes," the secretary of the planning committee certifies the results of the election to the Commissioner within ten days, together with a map and the description of the new district and its name and number. See CRS 22-30-123.

19. If the voters say "no," the planning committee restudies the area following steps 6 to 18. See CRS 22-30-125.

20. If the voters say "yes," the proposed district becomes a new district and new body corporate upon the sixtieth day after the certification of the election results to the county clerk. See CRS 22-30-124.

21. The chairman of the planning committee calls a special election to select a board of education for the new district the day the new district becomes a body corporate under the name, district number and governance characteristics in the plan. See CRS 22-30-126.

## Potential Barriers to Reorganization

As of December 1989, the boards of education of the Del Norte and Monte Vista school districts were still interested in exploring the options for reorganizing into one district. However, two issues have surfaced which may provide potential barriers to reorganization. The first concerns funding levels after reorganization and the second is concerned with the category placement of a reorganized district.

Post-Reorganization Funding Level. A provision of the Public School Finance Act of 1988 concerning the funding of districts which reorganize has the potential to slow further progress in exploring reorganization. The provisions of CRS 22-53-113 may be interpreted to cause a reduction in funding for districts which reorganize into one district compared to the funding which would be received as separate districts. This interpretation is based upon the reference to the amount of funding which would be held harmless from one year to the next in a reorganization. The amount of finance act funding to each district is built upon several funding components. The wording in CRS 22-53-111 only relates to the "district funding" component. The "school site funding" components and the "instructional unit funding" components are not referenced and thus are not held harmless.

This interpretation means only the amount of the "district funding" component would be held harmless after reorganization. The total district funding from equalization and property tax for the combined district could decline from the sum of the separate district amounts.

The wording of CRS 22-53-113 follows:

> 22-53-113. Adjustments in funding - consolidated districts. School districts which consolidate as a result of recommendations for consolidation made by the state board of education as provided for in section 22-53-204 (1) (a) shall receive equalization program funding for the first five years of consolidation based on district funding costs as defined in section 22-53-111 of no less than the total received by all consolidating districts based on district funding costs in the year prior to consolidation.

A second interpretation exists. This interpretation is that the provisions of CRS 22-53-113 above only apply if the State Board of Education recommends that Del Norte and Monte Vista school districts combine. Such a recommendation is not needed for two districts to combine under the reorganization law. Since no such recommendation has been made, the funding of the combined districts would be no less than the sum of the total equalization and property tax funding of the separate districts in the prior year.

This second interpretation is the procedure which will be considered by the Department of Education pending any addition or change in statutes. This procedure follows what was done by the Department with the ten districts which consolidated in the 1980's.

Category Placement of a Reorganized District. Another area still undefined is the setting category of newly formed districts.

The problem of setting category placement is illustrated by the comparison shown below:

| | SETTING FUNDED | 1990 TOTAL | |
|---|---|---|---|
| School District | Category | Pupils | Program Funding |
| Del Norte | Outlying town | 611.5 | $2,399,524 |
| Monte Vista | Outlying town | 1,310.0 | 4,653,479 |
| Sargent | Rural | 391.5 | 1,710,144 |
| Total | | 2,313.0 | $8,763,147 |
| Alamosa | Outlying city | 2,254.0 | $7,621,292 |

Each of the four districts shown above are being phased up to the formula amount. The dollar figures represent the actual amounts to be received in 1990 (the sum of state equalization and property tax for the general funds). If the three districts combined, the presumption may be that the new district would be in the outlying town setting category since the new district would have no population center of 7,000 or more people as required in statute for the outlying city setting category. However, there is not a clearly defined resolution in the statute.

Assuming the reorganized district were to remain in the outlying town category, a comparison of the combined (reorganized) funding levels reveals another potential problem. The Alamosa school district, shown above, is also in the same geographic area, has a similar number of students, and, because it is in another category, receives less program funding than would the reorganized district. This illustrates a problem that should be addressed in the Finance Act. The Act needs to address the categorization of reorganized districts.

Also, the statute states that "... No setting category shall be redefined without the recommendation of the commission on school finance and without the passage of a law to that effect." It may not be possible to change a category assignment without such a recommendation if reorganization were to occur. Particularly in cases in which reorganizing districts were formerly from different categories, this restriction presents a problem.

## Possible Savings to be Realized Through Shared Services

Whether the Del Norte and Monte Vista districts reorganize into one district or not, the sharing of services is a possible means of saving money. The sharing of services can occur for instructional programs as well as support services. The following paragraphs illustrate some possibilities for shared services that are being discussed with the three districts.

Instructional Program. The three districts each expend a greater percent of their operating budgets on instructional programs than other districts of approximately similar enrollments within their respective setting categories. The class sizes at the elementary and junior high levels are large enough in each district that combinations do not seem practical. However, opportunities exist at the high school level, where greater choice in course selection is traditionally available. This choice produces smaller class sizes in most districts. The high school class enrollments are small enough in Del Norte and Sargent that sharing at least some instruction activities with Monte Vista would produce savings. Also there is some possibility of an improved instructional program through the provision of additional courses and cocurricular activities in a shared services arrangement.

Sharing of Buildings. The capacity and characteristics of the existing buildings do not suggest that a single building in any of the districts could be used for a combined program on a long term basis. The idea of building a new high school in a central location has been discussed. This would require approval of the voters for a bond issue to finance the construction of a school. Reorganization should logically occur first so that the election and the property tax to retire the debt, if approved, would be shared by all the voters and taxpayers who benefit from the new school. The idea of splitting the high school grades among two buildings did not seem attractive because of staffing and transportation issues.

Support Services. Support programs were analyzed for potential savings. At least one area seemed logical for further study. The pupil transportation programs of the three districts could be combined as a shared service. Portions of several routes are traveled by buses from two districts. Additional information would be necessary in order for in-depth bus routing work to be done. The possibility of staggered school start and stop times should be studied. This would allow a substantially fewer number of buses and drivers to be used to transport the same number of pupils.

Other support programs were considered. The food service programs and the operation and maintenance programs were reviewed. These areas did not seem as likely to produce cost savings through sharing services.

Other. Additional consideration and study should be given to sharing administrative services among the districts.

## Current Status of Reorganization/Shared Services Discussions

The possibility of reorganizing and/or developing other kinds of shared service arrangements among Del Norte, Monte Vista and Sargent is still under discussion among these districts. However, discussions held to date in cooperation with these districts have surfaced a number of issues that need to be addressed in order to make reorganizing and/or sharing of services more attractive to school districts. These are discussed in Section V of this report.

## SECTION V. SUMMARY AND RECOMMENDATIONS

The Colorado Department of Education's study of staffing and administration issues suggests that, although considerable steps toward cost savings have already been taken by school districts, additional savings are possible through the increased use of strategies such as those proposed in Section III. However, most of the proposals offered require some loss of control on the part of individual school districts, which are therefore often reluctant to utilize them.

The following eight recommendations are state policies or actions offered as ways to promote cost savings in the state's educational system by removing existing barriers and providing incentives for more cost efficient service delivery.

Although the sharing of services among districts already exists, and has for years, there is considerable potential for increased sharing which would result in cost savings of state and local funds. Barriers to shared services include a fear of loss of staff, of lack of adequate control over critical services, and of decreased community involvement in and ownership of school activities.

**Recommendation No. 1. Create incentives for school districts to utilize shared services, other cooperative arrangements, and the use of contracting in both the educational and the administrative areas.**

Creating financial incentives for the sharing of services would lead many districts to expand their efforts in this area. This could occur through expansion of the School Finance Act to include financial awards for demonstrated increased cost saving measures through shared services or other means. Incentives could also be provided through adjustments in the school finance formula. For example, many districts in the small attendance, rural and outlying town settings have actual pupil teacher ratios that are higher than the relatively low instructional unit ratios for these setting categories. These ratios could be adjusted to create an incentive for districts to share services.

**Recommendation No. 2. Strengthen Boards Of Cooperative Educational Services by increasing the basic grant from the current $10,000 level. Encourage increased participation in cooperative service arrangements by smaller school districts to achieve the advantage of greater economy of scale.**

Current law (22-5-115) entitles BOCES to a basic grant of $10,000, to be supplemented by contracts and other financial agreements with school districts. One barrier to greater utilization of BOCES is that, for many BOCES, the basic grant does not provide a sufficient institutional base from which to offer quality educational services. BOCES often have difficulty attracting and retaining high-quality staff who can earn more money working directly for school districts. An increase in the basic grant would strengthen the 2institutional base of the organizations, allow them to compete more successfully for staff members and increase the attractiveness of their services to school districts.

To encourage small school districts to realize economy of scale benefits of cooperative service arrangements, districts below a certain size could be required to conduct a periodic study of all administrative and instructional services to determine which might be more efficiently and/or effectively delivered through a BOCES or other cooperative service arrangement.

**Recommendation No. 3. Revise the School District Organization Act of 1965 to simplify its burdensome requirements, include a strategic planning process and provide incentives which would attract interest in school reorganization during the 1990s.**

Most of Colorado's school reorganization was accomplished between 1949 and 1964 reducing the number of school districts from over 1,000 to 181. Since 1964, there has been no school reorganization accomplished by county planning committees. Under the School District Organization Act of 1965, five pairs of school districts reorganized since 1984. In each case, one of the districts had declined to a point where financial existence was impossible.

A major reason for the decline in school district reorganization activity is that the incentives are no longer attractive. Another limitation of the act is that it mandates an outdated planning process. A new school organization act which included a strategic planning process and provided incentives (such as provided by small attendance funding in previous finance acts) might attract considerable interest in school reorganization during the 1990s. There are currently 21 counties in Colorado where additional school district reorganization or consolidation might realize significant savings.

**Recommendation No. 4. Amend the School Finance Act of 1988 to clarify existing ambiguities regarding the funding and category assignment of reorganized school districts.**

No new school district reorganization has occurred since the new act was passed, but our analysis indicates two areas of ambiguity regarding the consequences of reorganization. The act should be amended so that local boards considering reorganization will have a clear understanding of the financial consequences.

**Recommendation No. 5. Explore the expansion of existing statewide cooperative purchasing agreements to include other items (such as school buses) frequently purchased by school districts. Create incentives for districts to participate in state or regional cooperative agreements.**

Colorado school districts are large consumers of certain items (such as buses, textbooks, standardized tests, computer software) that could collectively be purchased at considerable cost savings. This can be accomplished without requiring that all districts purchase the same tests or textbooks. Although some cooperative purchasing already occurs among districts, the potential for even greater savings exists if it were expanded.

**Recommendation No. 6. Explore the feasibility of establishing a statewide mechanism for responding to environmental emergencies such as radon abatement or asbestos removal.**

Creating a statewide mechanism for responding to emergencies such as radon and asbestos could relieve school district administrators of the burden of researching appropriate strategies for dealing with them and provide removal or containment services at reduced prices due to economy of scale.

**Recommendation No. 7. Support the development of new technologies such as telecommunications networks that will provide an effective and cost efficient method for delivery of expensive educational services.**

Telecommunications networks offer an exciting opportunity to deliver high-quality educational services in a cost effective manner. An initial investment in this technology will yield cost savings in service delivery while, at the same time, improve the quality of educational services offered to students. The recent report of the Telecommunications Advisory Commission, Telecommunications: Responding to Colorado's Educational Needs, includes an action plan for proceeding in this area.

**Recommendation No. 8. Create incentives for school districts to experiment with alternative organizational arrangements that have the promise for improving both the effectiveness and efficiency of the educational system.**

Fund pilot projects that examine alternative approaches to restructuring. Include among these pilots the exploration of different organizational arrangements, restructuring of educational program, the incorporation of preschool services and the development of alternative educational services for eleventh and twelfth graders. Carefully study these projects for their programmatic and administrative implications and for their impact on not only the efficiency, but also the effectiveness of educational service delivery.

## APPENDIX A. DISTRICT-BY-DISTRICT SUMMARY

## FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

Appendix A contains a summary of fall 1988 school district staffing patterns by district. In the following tables, districts are organized by school finance category except that the Core City and Denver Metro categories are combined. Within each category, districts are organized by district size (based on funded pupil count). The table shows the total number of staff for the district in each of the eight categories defined in Section I of this report. Also presented are the number of staff (by category) per school and the number of pupils per staff member (by category). Totals and averages are also given for each category, and, within each category, for each size subcategory.

The following size categories used in the report.

1 Over 25,000 students

2 6,001 - 25,000 students

3 1,201 - 6,000 students

4 601 - 1,200 students

5 301 - 600 students

6 300 or less

School finance categories are as follows.

1 Core City

2 Denver Metro

3 Urban Suburban

4 Outlying City

5 Outlying Town

6 Rural

7 Recreational

8 Small Attendance

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | SIZE | SCHOOL FINANCE CATEGORY | NUMBER OF SCHOOLS | FALL 88 PUPILS | TOTAL GENERAL ADMINISTRATORS | GENERAL ADMINISTRATORS PER SCHOOL | PUPILS PER GENERAL ADMINISTRATOR | TOTAL SCHOOL ADMINISTRATORS | SCHOOL ADMINISTRATORS PER SCHOOL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| DENVER | 0880 | DENVER COUNTY | 1 | 1 | 1 | 114 | 58664 | 6.0 | 0.1 | 9777.3 | 204.0 | 1.8 |
| ARAPAHOE | 0130 | CHERRY CREEK | 5 | 1 | 2 | 36 | 27193 | 3.0 | 0.1 | 9064.3 | 60.0 | 1.7 |
| JEFFERSON | 1420 | JEFFERSON COUNTY | R-1 | 1 | 2 | 123 | 75316 | 8.0 | 0.1 | 9414.5 | 197.0 | 1.6 |
| | | TOTAL | | | | 273.0 | 161173.0 | 17.0 | | | 461.0 | |
| | | OVER 25,000 AVERAGE | | | | 91.0 | 53724.3 | 5.7 | 0.1 | 9480.8 | 153.7 | 1.7 |
| ARAPAHOE | 0140 | LITTLETON | 6 | 2 | 2 | 22 | 15450 | 4.0 | 0.2 | 3862.5 | 37.0 | 1.7 |
| ARAPAHOE | 0180 | ADAMS-ARAPAHOE | 28J | 2 | 2 | 44 | 25732 | 6.0 | 0.1 | 4288.7 | 70.0 | 1.6 |
| DOUGLAS | 0900 | DOUGLAS COUNTY | RE 1 | 2 | 2 | 22 | 11136 | 2.0 | 0.1 | 5568.0 | 31.0 | 1.4 |
| ADAMS | 0070 | WESTMINSTER | 50 | 2 | 2 | 23 | 10760 | 2.0 | 0.1 | 5380.0 | 35.0 | 1.5 |
| ADAMS | 0020 | NORTHGLENN-THORNTON | 12 | 2 | 2 | 35 | 20672 | 4.0 | 0.1 | 5168.0 | 51.0 | 1.5 |
| BOULDER | 0480 | BOULDER VALLEY | RE 2 | 2 | 2 | 42 | 20825 | 4.0 | 0.1 | 5206.3 | 50.0 | 1.2 |
| | | TOTAL | | | | 188.0 | 104575.0 | 22.0 | | | 274.0 | |
| | | 6,001 - 25,000 AVERAGE | | | | 31.3 | 17429.2 | 3.7 | 0.1 | 4753.4 | 45.7 | 1.5 |
| ARAPAHOE | 0123 | SHERIDAN | 2 | 3 | 2 | 4 | 1553 | 1.0 | 0.3 | 1553.0 | 4.0 | 1.0 |
| ADAMS | 0010 | MAPLETON | 1 | 3 | 2 | 10 | 4823 | 1.0 | 0.1 | 4823.0 | 13.0 | 1.3 |
| ADAMS | 0030 | ADAMS COUNTY | 14 | 3 | 2 | 11 | 5744 | 2.0 | 0.2 | 2872.0 | 16.0 | 1.5 |
| ARAPAHOE | 0120 | ENGLEWOOD | 1 | 3 | 2 | 9 | 3876 | 1.0 | 0.1 | 3876.0 | 11.0 | 1.2 |
| ADAMS | 0040 | BRIGHTON | 27J | 3 | 2 | 8 | 4019 | 1.0 | 0.1 | 4019.0 | 12.0 | 1.5 |
| | | TOTAL | | | | 42.0 | 20015.0 | 6.0 | | | 56.0 | |
| | | 1,201 - 6,000 AVERAGE | | | | 8.4 | 4003.0 | 1.2 | 0.1 | 3335.8 | 11.2 | 1.3 |
| | | TOTAL | | | | 503.0 | 285763.0 | 45.0 | | | 791.0 | |
| | | DENVER CITY/METRO CATEGORY AVERAGE | | | | 35.9 | 20411.6 | 3.2 | 0.1 | 6350.3 | 56.5 | 1.6 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | PUPILS PER SCHOOL ADMINISTRATOR | TOTAL INSTRUCTIONAL STAFF | INSTRUCTIONAL STAFF PER SCHOOL | PUPILS PER INSTRUCTIONAL STAFF | TOTAL SPECIAL SERVICES | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICES | TOTAL LIBRARY/ OTHER AIDES |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DENVER | 0880 | DENVER COUNTY | 1 | 287.6 | 4239.8 | 37.2 | 13.8 | 253.5 | 2.2 | 231.4 | 258.2 |
| ARAPAHOE | 0130 | CHERRY CREEK | 5 | 453.2 | 1729.4 | 48.0 | 15.7 | 122.3 | 3.4 | 222.3 | 52.6 |
| JEFFERSON | 1420 | JEFFERSON COUNTY | R-1 | 382.3 | 4332.1 | 35.2 | 17.4 | 358.7 | 2.9 | 210.0 | 176.0 |
| | | TOTAL | | | 10301.3 | | | 734.5 | | | 486.8 |
| | | OVER 25,000 AVERAGE | | 349.6 | 3433.8 | 37.7 | 15.6 | 244.8 | 2.7 | 219.4 | 162.3 |
| ARAPAHOE | 0140 | LITTLETON | 6 | 417.6 | 869.7 | 39.5 | 17.8 | 52.5 | 2.4 | 294.3 | 53.7 |
| ARAPAHOE | 0180 | ADAMS-ARAPAHOE | 28J | 367.6 | 1485.3 | 33.8 | 17.3 | 104.5 | 2.4 | 246.2 | 111.2 |
| DOUGLAS | 0900 | DOUGLAS COUNTY | RE 1 | 359.2 | 733.7 | 33.4 | 15.2 | 44.7 | 2.0 | 249.1 | 37.9 |
| ADAMS | 0070 | WESTMINSTER | 50 | 307.4 | 607.3 | 26.4 | 17.7 | 51.5 | 2.2 | 208.9 | 26.8 |
| ADAMS | 0020 | NORTHGLENN-THORNTON | 12 | 405.3 | 1171.9 | 33.5 | 17.6 | 93.2 | 2.7 | 221.8 | 84.9 |
| BOULDER | 0480 | BOULDER VALLEY | RE 2 | 416.5 | 1327.3 | 31.6 | 15.7 | 89.0 | 2.1 | 234.0 | 57.4 |
| | | TOTAL | | | 6195.2 | | | 435.4 | | | 371.9 |
| | | 6,001 - 25,000 AVERAGE | | 381.7 | 1032.5 | 33.0 | 16.9 | 72.6 | 2.3 | 240.2 | 62.0 |
| ARAPAHOE | 0123 | SHERIDAN | 2 | 388.3 | 98.8 | 24.7 | 15.7 | 5.5 | 1.4 | 282.4 | 4.2 |
| ADAMS | 0010 | MAPLETON | 1 | 371.0 | 267.9 | 26.8 | 18.0 | 15.0 | 1.5 | 321.5 | 13.6 |
| ADAMS | 0030 | ADAMS COUNTY | 14 | 359.0 | 337.6 | 30.7 | 17.0 | 21.0 | 1.9 | 273.5 | 26.9 |
| ARAPAHOE | 0120 | ENGLEWOOD | 1 | 352.4 | 210.0 | 23.3 | 18.5 | 16.7 | 1.9 | 232.1 | 20.8 |
| ADAMS | 0040 | BRIGHTON | 27J | 334.9 | 261.1 | 32.6 | 15.4 | 23.5 | 2.9 | 171.0 | 7.3 |
| | | TOTAL | | | 1175.4 | | | 81.7 | | | 72.8 |
| | | 1,201 - 6,000 AVERAGE | | 357.4 | 235.1 | 28.0 | 17.0 | 16.3 | 1.9 | 245.0 | 14.6 |
| | | TOTAL | | | 17671.9 | | | 1251.6 | | | 931.5 |
| | | DENVER CITY/METRO CATEGORY AVERAGE | | 361.3 | 1262.3 | 35.1 | 16.2 | 89.4 | 2.5 | 228.3 | 66.5 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | LIBRARY/ OTHER AIDES PER SCHOOL | PUPILS PER LIBRARY/ OTHER AIDES | TOTAL NONCERTIFICATED SUPPORT | NONCERTIFICATED SUPPORT PER SCHOOL | PUPILS PER NONCERTIFICATED SUPPORT | TOTAL CERTIFICATED SUPPORT | CERTIFICATED SUPPORT PER SCHOOL | PUPILS PER CERTIFICATED SUPPORT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| DENVER | 0880 | DENVER COUNTY | 1 | 2.3 | 227.2 | 648.8 | 5.7 | 90.4 | 247.0 | 2.2 | 237.5 |
| ARAPAHOE | 0130 | CHERRY CREEK | 5 | 1.5 | 517.0 | 296.1 | 8.2 | 91.8 | 64.6 | 1.8 | 420.9 |
| JEFFERSON | 1420 | JEFFERSON COUNTY | R-1 | 1.4 | 427.9 | 646.0 | 5.3 | 116.6 | 89.0 | 0.7 | 846.2 |
| | | TOTAL | | | | 1590.9 | | | 400.6 | | |
| | | OVER 25,000 AVERAGE | | 1.8 | 331.1 | 530.3 | 5.8 | 101.3 | 133.5 | 1.5 | 402.3 |
| ARAPAHOE | 0140 | LITTLETON | 6 | 2.4 | 287.7 | 136.9 | 6.2 | 112.9 | 15.5 | 0.7 | 996.8 |
| ARAPAHOE | 0180 | ADAMS-ARAPAHOE | 28J | 2.5 | 231.4 | 323.8 | 7.4 | 79.5 | 57.0 | 1.3 | 451.4 |
| DOUGLAS | 0900 | DOUGLAS COUNTY | RE 1 | 1.7 | 293.8 | 91.4 | 4.2 | 121.8 | 28.4 | 1.3 | 392.1 |
| ADAMS | 0070 | WESTMINSTER | 50 | 1.2 | 401.5 | 127.6 | 5.5 | 84.3 | 10.0 | 0.4 | 1076.0 |
| ADAMS | 0020 | NORTHGLENN-THORNTON | 12 | 2.4 | 243.5 | 203.1 | 5.8 | 101.8 | 42.0 | 1.2 | 492.2 |
| BOULDER | 0480 | BOULDER VALLEY | RE 2 | 1.4 | 362.8 | 208.5 | 5.0 | 99.9 | 54.1 | 1.3 | 384.9 |
| | | TOTAL | | | | 1091.3 | | | 207.0 | | |
| | | 6,001 - 25,000 AVERAGE | | 2.0 | 281.2 | 181.9 | 5.8 | 95.8 | 34.5 | 1.1 | 505.2 |
| ARAPAHOE | 0123 | SHERIDAN | 2 | 1.1 | 369.8 | 15.4 | 3.9 | 100.8 | 2.0 | 0.5 | 776.5 |
| ADAMS | 0010 | MAPLETON | 1 | 1.4 | 354.6 | 44.5 | 4.5 | 108.4 | 10.0 | 1.0 | 482.3 |
| ADAMS | 0030 | ADAMS COUNTY | 14 | 2.4 | 213.5 | 57.7 | 5.2 | 99.5 | 14.0 | 1.3 | 410.3 |
| ARAPAHOE | 0120 | ENGLEWOOD | 1 | 2.3 | 186.3 | 32.1 | 3.6 | 120.7 | 6.3 | 0.7 | 615.2 |
| ADAMS | 0040 | BRIGHTON | 27J | 0.9 | 550.5 | 39.8 | 5.0 | 101.0 | 14.0 | 1.8 | 287.1 |
| | | TOTAL | | | | 189.5 | | | 46.3 | | |
| | | 1,201 - 6,000 AVERAGE | | 1.7 | 274.9 | 37.9 | 4.5 | 105.6 | 9.3 | 1.1 | 432.3 |
| | | TOTAL | | | | 2871.7 | | | 653.9 | | |
| | | DENVER CITY/METRO CATEGORY AVERAGE | | 1.9 | 306.8 | 205.1 | 5.7 | 99.5 | 46.7 | 1.3 | 437.0 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | TOTAL OTHER PERSONNEL | OTHER PERSONNEL PER SCHOOL | PUPILS PER OTHER PERSONNEL | TOTAL PERSONNEL | TOTAL PERSONNEL PER SCHOOL | PUPILS PER TOTAL PERSONNEL |
|---|---|---|---|---|---|---|---|---|---|
| DENVER | 0880 | DENVER COUNTY | 1 | 1915.6 | 16.8 | 30.6 | 7772.9 | 68.2 | 7.5 |
| ARAPAHOE | 0130 | CHERRY CREEK | 5 | 588.8 | 16.4 | 46.2 | 2916.8 | 81.0 | 9.3 |
| JEFFERSON | 1420 | JEFFERSON COUNTY | R-1 | 1381.5 | 11.2 | 54.5 | 7188.3 | 58.4 | 10.5 |
| | | TOTAL | | 3885.9 | | | 17878.0 | | |
| | | OVER 25,000 AVERAGE | | 1295.3 | 14.2 | 41.5 | 5959.3 | 65.5 | 9.0 |
| ARAPAHOE | 0140 | LITTLETON | 6 | 263.6 | 12.0 | 58.6 | 1432.9 | 65.1 | 10.8 |
| ARAPAHOE | 0180 | ADAMS-ARAPAHOE | 28J | 511.6 | 11.6 | 50.3 | 2669.4 | 60.7 | 9.6 |
| DOUGLAS | 0900 | DOUGLAS COUNTY | RE 1 | 239.0 | 10.9 | 46.6 | 1208.1 | 54.9 | 9.2 |
| ADAMS | 0070 | WESTMINSTER | 50 | 170.0 | 7.4 | 63.3 | 1030.2 | 44.8 | 10.4 |
| ADAMS | 0020 | NORTHGLENN-THORNTON | 12 | 368.5 | 10.5 | 56.1 | 2018.6 | 57.7 | 10.2 |
| BOULDER | 0480 | BOULDER VALLEY | RE 2 | 582.1 | 13.9 | 35.8 | 2372.4 | 56.5 | 8.8 |
| | | TOTAL | | 2134.8 | | | 10731.6 | | |
| | | 6,001 - 25,000 AVERAGE | | 355.8 | 11.4 | 49.0 | 1788.6 | 57.1 | 9.7 |
| ARAPAHOE | 0123 | SHERIDAN | 2 | 36.1 | 9.0 | 43.0 | 167.0 | 41.8 | 9.3 |
| ADAMS | 0010 | MAPLETON | 1 | 73.8 | 7.4 | 65.4 | 438.8 | 43.9 | 11.0 |
| ADAMS | 0030 | ADAMS COUNTY | 14 | 122.8 | 11.2 | 46.8 | 598.0 | 54.4 | 9.6 |
| ARAPAHOE | 0120 | ENGLEWOOD | 1 | 57.3 | 6.4 | 67.6 | 355.2 | 39.5 | 10.9 |
| ADAMS | 0040 | BRIGHTON | 27J | 87.5 | 10.9 | 45.9 | 446.2 | 55.8 | 9.0 |
| | | TOTAL | | 377.5 | | | 2005.2 | | |
| | | 1,201 - 6,000 AVERAGE | | 75.5 | 9.0 | 53.0 | 401.0 | 47.7 | 10.0 |
| | | TOTAL | | 6398.2 | | | 30614.8 | | |
| | | DENVER CITY/METRO CATEGORY AVERAGE | | 457.0 | 12.7 | 44.7 | 2186.8 | 60.9 | 9.3 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | SIZE | SCHOOL FINANCE CATEGORY | NUMBER OF SCHOOLS | FALL 88 PUPILS | TOTAL GENERAL ADMINISTRATORS | GENERAL ADMINISTRATORS PER SCHOOL | PUPILS PER GENERAL ADMINISTRATOR | TOTAL SCHOOL ADMINISTRATORS | SCHOOL ADMINISTRATORS PER SCHOOL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| EL PASO | 1010 | COLORADO SPRINGS | 11 | 1 | 3 | 56 | 30297 | 5.0 | 0.1 | 6059.4 | 84.1 | 1.5 |
| EL PASO | 0980 | HARRISON | 2 | 2 | 3 | 18 | 9596 | 4.0 | 0.2 | 2399.0 | 24.0 | 1.3 |
| PUEBLO | 2690 | PUEBLO CITY | 60 | 2 | 3 | 34 | 18542 | 3.0 | 0.1 | 6180.7 | 48.0 | 1.4 |
| LARIMER | 1550 | POUDRE | R-1 | 2 | 3 | 37 | 17597 | 5.0 | 0.1 | 3519.4 | 41.0 | 1.1 |
| WELD | 3120 | GREELEY | 6 | 2 | 3 | 23 | 11345 | 2.0 | 0.1 | 5672.5 | 26.0 | 1.1 |
| MESA | 2000 | MESA COUNTY VALLEY | 51 | 2 | 3 | 35 | 16112 | 3.0 | 0.1 | 5370.7 | 52.0 | 1.5 |
| BOULDER | 0470 | ST. VRAIN VALLEY | RE 1J | 2 | 3 | 31 | 14959 | 4.0 | 0.1 | 3739.8 | 46.0 | 1.5 |
| EL PASO | 0990 | WIDEFIELD | 3 | 2 | 3 | 14 | 6964 | 2.0 | 0.1 | 3482.0 | 19.0 | 1.4 |
| EL PASO | 1040 | ACADEMY | 20 | 2 | 3 | 16 | 10102 | 2.0 | 0.1 | 5051.0 | 39.5 | 2.5 |
| LARIMER | 1560 | THOMPSON | R-2J | 2 | 3 | 25 | 11762 | 2.0 | 0.1 | 5881.0 | 33.0 | 1.3 |
| | | TOTAL | | | | 233.0 | 116979.0 | 27.0 | | | 328.5 | |
| | | 6,001 - 25,000 AVERAGE | | | | 25.9 | 12997.7 | 3.0 | 0.1 | 4332.6 | 36.5 | 1.4 |
| EL PASO | 1020 | CHEYENNE MOUNTAIN | 12 | 3 | 3 | 6 | 2388 | 1.0 | 0.2 | 2388.0 | 8.0 | 1.3 |
| PUEBLO | 2700 | PUEBLO COUNTY RURAL | 70 | 3 | 3 | 14 | 4192 | 2.0 | 0.1 | 2096.0 | 14.0 | 1.0 |
| EL PASO | 1080 | LEWIS-PALMER | 38 | 3 | 3 | 5 | 2218 | 1.0 | 0.2 | 2218.0 | 8.0 | 1.6 |
| EL PASO | 1000 | FOUNTAIN | 8 | 3 | 3 | 8 | 3615 | 1.0 | 0.1 | 3615.0 | 15.0 | 1.9 |
| EL PASO | 1110 | FALCON | 49 | 3 | 3 | 6 | 2439 | 1.0 | 0.2 | 2439.0 | 9.0 | 1.5 |
| | | TOTAL | | | | 39.0 | 14852.0 | 6.0 | | | 54.0 | |
| | | 1,201 - 6,000 AVERAGE | | | | 7.8 | 2970.4 | 1.2 | 0.2 | 2475.3 | 10.8 | 1.4 |
| EL PASO | 1030 | MANITOU SPRINGS | 14 | 4 | 3 | 4 | 1111 | 1.0 | 0.3 | 1111.0 | 5.0 | 1.3 |
| | | TOTAL | | | | 332.0 | 163239.0 | 39.0 | | | 471.6 | |
| | | URBAN-SUBURBAN CATEGORY AVERAGE | | | | 20.8 | 10202.4 | 2.4 | 0.1 | 4185.6 | 29.5 | 1.4 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | PUPILS PER SCHOOL ADMINISTRATOR | TOTAL INSTRUCTIONAL STAFF | INSTRUCTIONAL STAFF PER SCHOOL | PUPILS PER INSTRUCTIONAL STAFF | TOTAL SPECIAL SERVICES | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICES | TOTAL LIBRARY/ OTHER AIDES |
|---|---|---|---|---|---|---|---|---|---|---|---|
| EL PASO | 1010 | COLORADO SPRINGS | 11 | 360.2 | 1711.8 | 30.6 | 17.7 | 121.0 | 2.2 | 250.4 | 65.0 |
| EL PASO | 0980 | HARRISON | 2 | 399.8 | 654.6 | 36.4 | 14.7 | 50.6 | 2.8 | 189.6 | 26.0 |
| PUEBLO | 2690 | PUEBLO CITY | 60 | 386.3 | 1057.3 | 31.1 | 17.5 | 45.0 | 1.3 | 412.0 | 37.0 |
| LARIMER | 1550 | POUDRE | R-1 | 429.2 | 1027.0 | 27.8 | 17.1 | 92.2 | 2.5 | 190.9 | 56.9 |
| WELD | 3120 | GREELEY | 6 | 436.3 | 657.5 | 28.6 | 17.3 | 38.2 | 1.7 | 297.0 | 59.8 |
| MESA | 2000 | MESA COUNTY VALLEY | 51 | 309.8 | 992.3 | 28.4 | 16.2 | 50.9 | 1.5 | 316.5 | 34.6 |
| BOULDER | 0470 | ST. VRAIN VALLEY | RE 1J | 325.2 | 865.4 | 27.9 | 17.3 | 35.0 | 1.1 | 427.4 | 31.0 |
| EL PASO | 0990 | WIDEFIELD | 3 | 366.5 | 407.8 | 29.1 | 17.1 | 40.5 | 2.9 | 172.0 | 39.5 |
| EL PASO | 1040 | ACADEMY | 20 | 255.7 | 567.6 | 35.5 | 17.8 | 49.1 | 3.1 | 205.7 | 43.1 |
| LARIMER | 1560 | THOMPSON | R-2J | 356.4 | 723.7 | 28.9 | 16.3 | 50.5 | 2.0 | 232.9 | 37.8 |
| | | TOTAL | | | 6953.2 | | | 452.0 | | | 365.7 |
| | | 6,001 - 25,000 AVERAGE | | 356.1 | 772.6 | 29.8 | 16.8 | 50.2 | 1.9 | 258.8 | 40.6 |
| EL PASO | 1020 | CHEYENNE MOUNTAIN | 12 | 298.5 | 124.9 | 20.8 | 19.1 | 4.5 | 0.8 | 530.7 | 4.0 |
| PUEBLO | 2700 | PUEBLO COUNTY RURAL | 70 | 299.4 | 256.0 | 18.3 | 16.4 | 13.0 | 0.9 | 322.5 | 7.9 |
| EL PASO | 1080 | LEWIS-PALMER | 38 | 277.3 | 115.0 | 23.0 | 19.3 | 6.0 | 1.2 | 369.7 | 7.7 |
| EL PASO | 1000 | FOUNTAIN | 8 | 241.0 | 220.4 | 27.6 | 16.4 | 18.0 | 2.3 | 200.8 | 8.0 |
| EL PASO | 1110 | FALCON | 49 | 271.0 | 138.9 | 23.2 | 17.6 | 12.6 | 2.1 | 193.6 | 7.0 |
| | | TOTAL | | | 855.2 | | | 54.1 | | | 34.6 |
| | | 1,201 - 6,000 AVERAGE | | 275.0 | 171.0 | 21.9 | 17.4 | 10.8 | 1.4 | 274.5 | 6.9 |
| EL PASO | 1030 | MANITOU SPRINGS | 14 | 222.2 | 65.1 | 16.3 | 17.1 | 3.5 | 0.9 | 317.4 | 4.8 |
| | | TOTAL | | | 9585.3 | | | 630.6 | | | 470.1 |
| | | URBAN-SUBURBAN CATEGORY AVERAGE | | 346.1 | 599.1 | 28.9 | 17.0 | 39.4 | 1.9 | 258.9 | 29.4 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | LIBRARY/ OTHER AIDES PER SCHOOL | PUPILS PER LIBRARY/ OTHER AIDES | TOTAL NONCERTIFICATED SUPPORT | NONCERTIFICATED SUPPORT PER SCHOOL | PUPILS PER NONCERTIFICATED SUPPORT | TOTAL CERTIFICATED SUPPORT | CERTIFICATED SUPPORT PER SCHOOL | PUPILS PER CERTIFICATED SUPPORT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| EL PASO | 1010 | COLORADO SPRINGS | 11 | 1.2 | 466.1 | 278.5 | 5.0 | 108.8 | 55.1 | 1.0 | 549.9 |
| EL PASO | 0980 | HARRISON | 2 | 1.4 | 369.1 | 63.6 | 3.5 | 150.9 | 18.5 | 1.0 | 518.7 |
| PUEBLO | 2690 | PUEBLO CITY | 60 | 1.1 | 501.1 | 135.5 | 4.0 | 136.8 | 47.0 | 1.4 | 394.5 |
| LARIMER | 1550 | POUDRE | R-1 | 1.5 | 309.3 | 155.2 | 4.2 | 113.4 | 24.0 | 0.6 | 733.2 |
| WELD | 3120 | GREELEY | 6 | 2.6 | 189.7 | 111.1 | 4.8 | 102.1 | 47.5 | 2.1 | 238.8 |
| MESA | 2000 | MESA COUNTY VALLEY | 51 | 1.0 | 465.7 | 164.4 | 4.7 | 98.0 | 21.9 | 0.6 | 735.7 |
| BOULDER | 0470 | ST. VRAIN VALLEY | RE 1J | 1.0 | 482.5 | 150.5 | 4.9 | 99.4 | 31.5 | 1.0 | 474.9 |
| EL PASO | 0990 | WIDEFIELD | 3 | 2.8 | 176.3 | 45.3 | 3.2 | 153.7 | 10.5 | 0.8 | 663.2 |
| EL PASO | 1040 | ACADEMY | 20 | 2.7 | 234.4 | 112.4 | 7.0 | 89.9 | 13.0 | 0.8 | 777.1 |
| LARIMER | 1560 | THOMPSON | R-2J | 1.5 | 311.2 | 107.0 | 4.3 | 109.9 | 12.5 | 0.5 | 941.0 |
| | | TOTAL | | | | 1045.0 | | | 226.4 | | |
| | | 6,001 - 25,000 AVERAGE | | 1.6 | 319.9 | 116.1 | 4.5 | 111.9 | 25.2 | 1.0 | 516.7 |
| EL PASO | 1020 | CHEYENNE MOUNTAIN | 12 | 0.7 | 597.0 | 18.5 | 3.1 | 129.1 | 1.0 | 0.2 | 2388.0 |
| PUEBLO | 2700 | PUEBLO COUNTY RURAL | 70 | 0.6 | 530.6 | 38.1 | 2.7 | 110.0 | 6.0 | 0.4 | 698.7 |
| EL PASO | 1080 | LEWIS-PALMER | 38 | 1.5 | 288.1 | 14.3 | 2.9 | 155.1 | 4.0 | 0.8 | 554.5 |
| EL PASO | 1000 | FOUNTAIN | 8 | 1.0 | 451.9 | 33.0 | 4.1 | 109.5 | 13.0 | 1.6 | 278.1 |
| EL PASO | 1110 | FALCON | 49 | 1.2 | 348.4 | 21.0 | 3.5 | 116.1 | 4.5 | 0.8 | 542.0 |
| | | TOTAL | | | | 124.9 | | | 28.5 | | |
| | | 1,201 - 6,000 AVERAGE | | 0.9 | 429.2 | 25.0 | 3.2 | 118.9 | 5.7 | 0.7 | 521.1 |
| EL PASO | 1030 | MANITOU SPRINGS | 14 | 1.2 | 231.5 | 13.0 | 3.3 | 85.5 | 1.0 | 0.3 | 1111.0 |
| | | TOTAL | | | | 1461.4 | | | 311.0 | | |
| | | URBAN-SUBURBAN CATEGORY AVERAGE | | 1.4 | 347.2 | 91.3 | 4.4 | 111.7 | 19.4 | 0.9 | 524.9 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | TOTAL OTHER PERSONNEL | OTHER PERSONNEL PER SCHOOL | PUPILS PER OTHER PERSONNEL | TOTAL PERSONNEL | TOTAL PERSONNEL PER SCHOOL | PUPILS PER TOTAL PERSONNEL |
|---|---|---|---|---|---|---|---|---|---|
| EL PASO | 1010 | COLORADO SPRINGS | 11 | 417.5 | 7.5 | 72.6 | 2738.0 | 48.9 | 11.1 |
| EL PASO | 0980 | HARRISON | 2 | 117.3 | 6.5 | 81.8 | 958.6 | 53.3 | 10.0 |
| PUEBLO | 2690 | PUEBLO CITY | 60 | 401.0 | 11.8 | 46.2 | 1773.8 | 52.2 | 10.5 |
| LARIMER | 1550 | POUDRE | R-1 | 285.4 | 7.7 | 61.7 | 1686.7 | 45.6 | 10.4 |
| WELD | 3120 | GREELEY | 6 | 260.0 | 11.3 | 43.6 | 1202.1 | 52.3 | 9.4 |
| MESA | 2000 | MESA COUNTY VALLEY | 51 | 274.0 | 7.8 | 58.8 | 1593.1 | 45.5 | 10.1 |
| BOULDER | 0470 | ST. VRAIN VALLEY | RE 1J | 303.1 | 9.8 | 49.4 | 1466.5 | 47.3 | 10.2 |
| EL PASO | 0990 | WIDEFIELD | 3 | 98.0 | 7.0 | 71.1 | 662.6 | 47.3 | 10.5 |
| EL PASO | 1040 | ACADEMY | 20 | 170.5 | 10.7 | 59.2 | 997.2 | 62.3 | 10.1 |
| LARIMER | 1560 | THOMPSON | R-2J | 196.6 | 7.9 | 59.8 | 1163.1 | 46.5 | 10.1 |
| | | TOTAL | | 2105.9 | | | 11503.7 | | |
| | | 6,001 - 25,000 AVERAGE | | 234.0 | 9.0 | 55.5 | 1278.2 | 49.4 | 10.2 |
| EL PASO | 1020 | CHEYENNE MOUNTAIN | 12 | 28.8 | 4.8 | 82.9 | 190.7 | 31.8 | 12.5 |
| PUEBLO | 2700 | PUEBLO COUNTY RURAL | 70 | 103.6 | 7.4 | 40.5 | 440.6 | 31.5 | 9.5 |
| EL PASO | 1080 | LEWIS-PALMER | 38 | 43.0 | 8.6 | 51.6 | 199.0 | 39.8 | 11.1 |
| EL PASO | 1000 | FOUNTAIN | 8 | 68.6 | 8.6 | 52.7 | 377.0 | 47.1 | 9.6 |
| EL PASO | 1110 | FALCON | 49 | 58.5 | 9.8 | 41.7 | 252.5 | 42.1 | 9.7 |
| | | TOTAL | | 302.5 | | | 1459.8 | | |
| | | 1,201 - 6,000 AVERAGE | | 60.5 | 7.8 | 49.1 | 292.0 | 37.4 | 10.2 |
| EL PASO | 1030 | MANITOU SPRINGS | 14 | 17.1 | 4.3 | 65.0 | 110.5 | 27.6 | 10.1 |
| | | TOTAL | | 2843.0 | | | 15812.0 | | |
| | | URBAN-SUBURBAN CATEGORY AVERAGE | | 177.7 | 8.6 | 57.4 | 988.3 | 47.6 | 10.3 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | SIZE | SCHOOL FINANCE CATEGORY | NUMBER OF SCHOOLS | FALL 88 PUPILS | TOTAL GENERAL ADMINISTRATORS | GENERAL ADMINISTRATORS PER SCHOOL | PUPILS PER GENERAL ADMINISTRATOR | TOTAL SCHOOL ADMINISTRATORS | SCHOOL ADMINISTRATORS PER SCHOOL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MOFFAT | 2020 | MOFFAT COUNTY | RE:NO 1 | 3 | 4 | 9 | 2584 | 2.0 | 0.2 | 1292.0 | 10.0 | 1.1 |
| MORGAN | 2405 | FORT MORGAN | RE-3 | 3 | 4 | 7 | 2723 | 2.0 | 0.3 | 1361.5 | 8.0 | 1.1 |
| LAS ANIMAS | 1580 | TRINIDAD | 1 | 3 | 4 | 5 | 1690 | 1.0 | 0.2 | 1690.0 | 7.0 | 1.4 |
| DELTA | 0870 | DELTA COUNTY | 50(J) | 3 | 4 | 14 | 3800 | 1.0 | 0.1 | 3800.0 | 18.0 | 1.3 |
| FREMONT | 1140 | CANON CITY | RE-1 | 3 | 4 | 7 | 3441 | 1.0 | 0.1 | 3441.0 | 10.0 | 1.4 |
| OTERO | 2520 | EAST OTERO | R-1 | 3 | 4 | 5 | 1977 | 2.0 | 0.4 | 988.5 | 7.0 | 1.4 |
| MONTEZUMA | 2035 | MONTEZUMA-CORTEZ | RE-1 | 3 | 4 | 12 | 3143 | 2.0 | 0.2 | 1571.5 | 8.0 | 0.7 |
| PROWERS | 2660 | LAMAR | RE-2 | 3 | 4 | 6 | 2037 | 1.0 | 0.2 | 2037.0 | 7.0 | 1.2 |
| LOGAN | 1828 | VALLEY | RE-1 | 3 | 4 | 9 | 2793 | 1.0 | 0.1 | 2793.0 | 10.0 | 1.1 |
| MONTROSE | 2180 | MONTROSE COUNTY | RE-1J | 3 | 4 | 14 | 4386 | 2.0 | 0.1 | 2193.0 | 15.0 | 1.1 |
| LA PLATA | 1520 | DURANGO | 9-R | 3 | 4 | 9 | 3772 | 1.0 | 0.1 | 3772.0 | 13.0 | 1.4 |
| ALAMOSA | 0100 | ALAMOSA | RE-11J | 3 | 4 | 6 | 2305 | 2.0 | 0.3 | 1152.5 | 7.0 | 1.2 |
| | | TOTAL | | | | 103.0 | 34651.0 | 18.0 | | | 120.0 | |
| | | OUTLYING CITY CATEGORY AVERAGE | | | | 8.6 | 2887.6 | 1.5 | 0.2 | 1925.1 | 10.0 | 1.2 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | PUPILS PER SCHOOL ADMINISTRATOR | TOTAL INSTRUCTIONAL STAFF | INSTRUCTIONAL STAFF PER SCHOOL | PUPILS PER INSTRUCTIONAL STAFF | TOTAL SPECIAL SERVICES | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICES | TOTAL LIBRARY/ OTHER AIDES |
|---|---|---|---|---|---|---|---|---|---|---|---|
| MOFFAT | 2020 | MOFFAT COUNTY | RE:NO 1 | 258.4 | 164.5 | 18.3 | 15.7 | 9.6 | 1.1 | 269.2 | 5.9 |
| MORGAN | 2405 | FORT MORGAN | RE-3 | 340.4 | 186.1 | 26.6 | 14.6 | 10.0 | 1.4 | 272.3 | 8.5 |
| LAS ANIMAS | 1580 | TRINIDAD | 1 | 241.4 | 95.9 | 19.2 | 17.6 | 4.0 | 0.8 | 422.5 | 4.9 |
| DELTA | 0870 | DELTA COUNTY | 50(J) | 211.1 | 244.3 | 17.5 | 15.6 | 13.5 | 1.0 | 281.5 | 10.2 |
| FREMONT | 1140 | CANON CITY | RE-1 | 344.1 | 211.9 | 30.3 | 16.2 | 14.0 | 2.0 | 245.8 | 11.4 |
| OTERO | 2520 | EAST OTERO | R-1 | 282.4 | 148.0 | 29.6 | 13.4 | 6.0 | 1.2 | 329.5 | 3.0 |
| MONTEZUMA | 2035 | MONTEZUMA-CORTEZ | RE-1 | 392.9 | 219.0 | 18.3 | 14.4 | 11.5 | 1.0 | 273.3 | 2.4 |
| PROWERS | 2660 | LAMAR | RE-2 | 291.0 | 128.1 | 21.4 | 15.9 | 4.0 | 0.7 | 509.3 | 9.8 |
| LOGAN | 1828 | VALLEY | RE-1 | 279.3 | 187.1 | 20.8 | 14.9 | 6.6 | 0.7 | 423.2 | 3.5 |
| MONTROSE | 2180 | MONTROSE COUNTY | RE-1J | 292.4 | 306.5 | 21.9 | 14.3 | 25.9 | 1.9 | 169.3 | 15.7 |
| LA PLATA | 1520 | DURANGO | 9-R | 290.2 | 226.6 | 25.2 | 16.6 | 12.0 | 1.3 | 314.3 | 15.1 |
| ALAMOSA | 0100 | ALAMOSA | RE-11J | 329.3 | 141.9 | 23.7 | 16.2 | 9.0 | 1.5 | 256.1 | 4.2 |
| | | TOTAL | | | 2259.9 | | | 126.1 | | | 94.6 |
| | | OUTLYING CITY CATEGORY AVERAGE | | 288.8 | 188.3 | 21.9 | 15.3 | 10.5 | 1.2 | 274.8 | 7.9 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | LIBRARY/ OTHER AIDES PER SCHOOL | PUPILS PER LIBRARY/ OTHER AIDES | TOTAL NONCERTIFICATED SUPPORT | NONCERTIFICATED SUPPORT PER SCHOOL | PUPILS PER NONCERTIFICATED SUPPORT | TOTAL CERTIFICATED SUPPORT | CERTIFICATED SUPPORT PER SCHOOL | PUPILS PER CERTIFICATED SUPPORT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| MOFFAT | 2020 | MOFFAT COUNTY | RE:NO 1 | 0.7 | 438.0 | 20.3 | 2.3 | 127.3 | 2.0 | 0.2 | 1292.0 |
| MORGAN | 2405 | FORT MORGAN | RE-3 | 1.2 | 320.4 | 17.1 | 2.4 | 159.2 | 5.0 | 0.7 | 544.6 |
| LAS ANIMAS | 1580 | TRINIDAD | 1 | 1.0 | 344.9 | 15.8 | 3.2 | 107.0 | 1.0 | 0.2 | 1690.0 |
| DELTA | 0870 | DELTA COUNTY | 50(J) | 0.7 | 372.5 | 27.4 | 2.0 | 138.7 | 6.0 | 0.4 | 633.3 |
| FREMONT | 1140 | CANON CITY | RE-1 | 1.6 | 301.8 | 25.2 | 3.6 | 136.5 | 5.0 | 0.7 | 688.2 |
| OTERO | 2520 | EAST OTERO | R-1 | 0.6 | 659.0 | 20.0 | 4.0 | 98.9 | 4.0 | 0.8 | 494.3 |
| MONTEZUMA | 2035 | MONTEZUMA-CORTEZ | RE-1 | 0.2 | 1309.6 | 25.8 | 2.2 | 121.8 | 3.0 | 0.3 | 1047.7 |
| PROWERS | 2660 | LAMAR | RE-2 | 1.6 | 207.9 | 14.9 | 2.5 | 136.7 | 2.0 | 0.3 | 1018.5 |
| LOGAN | 1828 | VALLEY | RE-1 | 0.4 | 798.0 | 26.9 | 3.0 | 103.8 | 4.0 | 0.4 | 698.3 |
| MONTROSE | 2180 | MONTROSE COUNTY | RE-1J | 1.1 | 279.4 | 42.4 | 3.0 | 103.4 | 7.0 | 0.5 | 626.6 |
| LA PLATA | 1520 | DURANGO | 9-R | 1.7 | 249.8 | 34.5 | 3.8 | 109.3 | 3.0 | 0.3 | 1257.3 |
| ALAMOSA | 0100 | ALAMOSA | RE-11J | 0.7 | 548.8 | 17.4 | 2.9 | 132.5 | 2.0 | 0.3 | 1152.5 |
| | | TOTAL | | | | 287.7 | | | 44.0 | | |
| | | OUTLYING CITY CATEGORY AVERAGE | | 0.9 | 366.3 | 24.0 | 2.8 | 120.4 | 3.7 | 0.4 | 787.5 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | TOTAL OTHER PERSONNEL | OTHER PERSONNEL PER SCHOOL | PUPILS PER OTHER PERSONNEL | TOTAL PERSONNEL | TOTAL PERSONNEL PER SCHOOL | PUPILS PER TOTAL PERSONNEL |
|---|---|---|---|---|---|---|---|---|---|
| MOFFAT | 2020 | MOFFAT COUNTY | RE:NO 1 | 72.6 | 8.1 | 35.6 | 286.9 | 31.9 | 9.0 |
| MORGAN | 2405 | FORT MORGAN | RE-3 | 50.9 | 7.3 | 53.5 | 287.6 | 41.1 | 9.5 |
| LAS ANIMAS | 1580 | TRINIDAD | 1 | 15.5 | 3.1 | 109.0 | 145.1 | 29.0 | 11.6 |
| DELTA | 0870 | DELTA COUNTY | 50(J) | 100.6 | 7.2 | 37.8 | 421.0 | 30.1 | 9.0 |
| FREMONT | 1140 | CANON CITY | RE-1 | 61.7 | 8.8 | 55.8 | 340.2 | 48.6 | 10.1 |
| OTERO | 2520 | EAST OTERO | R-1 | 27.0 | 5.4 | 73.2 | 217.0 | 43.4 | 9.1 |
| MONTEZUMA | 2035 | MONTEZUMA-CORTEZ | RE-1 | 73.1 | 6.1 | 43.0 | 344.8 | 28.7 | 9.1 |
| PROWERS | 2660 | LAMAR | RE-2 | 32.9 | 5.5 | 61.9 | 199.7 | 33.3 | 10.2 |
| LOGAN | 1828 | VALLEY | RE-1 | 64.5 | 7.2 | 43.3 | 303.6 | 33.7 | 9.2 |
| MONTROSE | 2180 | MONTROSE COUNTY | RE-1J | 76.9 | 5.5 | 57.0 | 491.4 | 35.1 | 8.9 |
| LA PLATA | 1520 | DURANGO | 9-R | 90.2 | 10.0 | 41.8 | 395.4 | 43.9 | 9.5 |
| ALAMOSA | 0100 | ALAMOSA | RE-11J | 50.0 | 8.3 | 46.1 | 233.5 | 38.9 | 9.9 |
| | | TOTAL | | 715.9 | | | 3666.2 | | |
| | | OUTLYING CITY CATEGORY AVERAGE | | 59.7 | 7.0 | 48.4 | 305.5 | 35.6 | 9.5 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | SIZE | SCHOOL FINANCE CATEGORY | NUMBER OF SCHOOLS | FALL 88 PUPILS | TOTAL GENERAL ADMINISTRATORS | GENERAL ADMINISTRATORS PER SCHOOL | PUPILS PER GENERAL ADMINISTRATOR | TOTAL SCHOOL ADMINISTRATORS | SCHOOL ADMINISTRATORS PER SCHOOL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| WELD | 3140 | FORT LUPTON | RE-8 | 3 | 5 | 4 | 2224 | 2.0 | 0.5 | 1112.0 | 6.0 | 1.5 |
| CLEAR CREEK | 0540 | CLEAR CREEK | RE-1 | 3 | 5 | 5 | 1401 | 1.0 | 0.2 | 1401.0 | 5.0 | 1.0 |
| TELLER | 3020 | WOODLAND PARK | RE-2 | 3 | 5 | 4 | 2136 | 2.0 | 0.5 | 1068.0 | 5.0 | 1.3 |
| GARFIELD | 1180 | ROARING FORK | RE-1 | 3 | 5 | 9 | 3306 | 3.0 | 0.3 | 1102.0 | 10.0 | 1.1 |
| CHAFFEE | 0500 | SALIDA | R-32 | 3 | 5 | 3 | 1247 | 1.0 | 0.3 | 1247.0 | 4.0 | 1.3 |
| GARFIELD | 1195 | GARFIELD | RE-2 | 3 | 5 | 7 | 2325 | 2.0 | 0.3 | 1162.5 | 7.0 | 1.0 |
| MORGAN | 2395 | BRUSH | RE-2(J) | 3 | 5 | 4 | 1258 | 2.0 | 0.5 | 629.0 | 5.0 | 1.3 |
| WELD | 3080 | GILCREST | RE-1 | 3 | 5 | 6 | 1699 | 2.0 | 0.3 | 849.5 | 7.0 | 1.2 |
| OTERO | 2530 | ROCKY FORD | R-2 | 3 | 5 | 4 | 1301 | 1.0 | 0.3 | 1301.0 | 5.0 | 1.3 |
| WELD | 3100 | WINDSOR | RE-4 | 3 | 5 | 5 | 1625 | 1.0 | 0.2 | 1625.0 | 6.0 | 1.2 |
| FREMONT | 1150 | FLORENCE | RE-2 | 3 | 5 | 4 | 1670 | 1.0 | 0.3 | 1670.0 | 5.0 | 1.3 |
| GUNNISON | 1360 | GUNNISON WATERSHED | RE1J | 3 | 5 | 6 | 1412 | 2.0 | 0.3 | 706.0 | 4.0 | 0.7 |
| RIO GRANDE | 2740 | MONTE VISTA | C-8 | 3 | 5 | 3 | 1353 | 2.0 | 0.7 | 676.5 | 3.0 | 1.0 |
| | | | | | | | | 0.0 | | | 0.0 | |
| | | TOTAL | | | | 64.0 | 22957.0 | 22.0 | | | 72.0 | |
| | | 1,201 - 6,000 AVERAGE | | | | 4.9 | 1765.9 | 1.7 | 0.3 | 1043.5 | 5.5 | 1.1 |
| HUERFANO | 1390 | HUERFANO | RE-1 | 4 | 5 | 4 | 839 | 1.0 | 0.3 | 839.0 | 5.0 | 1.3 |
| ELBERT | 0920 | ELIZABETH | C-1 | 4 | 5 | 3 | 1246 | 1.0 | 0.3 | 1246.0 | 6.0 | 2.0 |
| WELD | 3145 | AULT-HIGHLAND | RE-9 | 4 | 5 | 4 | 748 | 1.0 | 0.3 | 748.0 | 3.0 | 0.8 |
| RIO GRANDE | 2730 | DEL NORTE | C-7 | 4 | 5 | 4 | 702 | 1.0 | 0.3 | 702.0 | 3.0 | 0.8 |
| BENT | 0290 | LAS ANIMAS | RE-1 | 4 | 5 | 4 | 777 | 1.0 | 0.3 | 777.0 | 5.0 | 1.3 |
| RIO BLANCO | 2710 | MEEKER | RE1 | 4 | 5 | 4 | 726 | 1.0 | 0.3 | 726.0 | 4.0 | 1.0 |
| ADAMS | 0050 | BENNETT | 29J | 4 | 5 | 3 | 808 | 1.0 | 0.3 | 808.0 | 3.0 | 1.0 |
| ARCHULETA | 0220 | ARCHULETA COUNTY | 50 JT | 4 | 5 | 3 | 1030 | 1.0 | 0.3 | 1030.0 | 4.0 | 1.3 |
| CHAFFEE | 0490 | BUENA VISTA | R-31 | 4 | 5 | 3 | 857 | 1.0 | 0.3 | 857.0 | 4.0 | 1.3 |
| YUMA | 3420 | WEST YUMA COUNTY | RJ-1 | 4 | 5 | 5 | 1003 | 1.0 | 0.2 | 1003.0 | 4.0 | 0.8 |
| LARIMER | 1570 | PARK (ESTES PARK) | R-3 | 4 | 5 | 3 | 1126 | 1.0 | 0.3 | 1126.0 | 3.0 | 1.0 |
| WELD | 3110 | JOHNSTOWN-MILLIKEN | RE-5J | 4 | 5 | 4 | 1151 | 1.0 | 0.3 | 1151.0 | 4.0 | 1.0 |
| LAKE | 1510 | LAKE COUNTY | R-1 | 4 | 5 | 3 | 1155 | 1.0 | 0.3 | 1155.0 | 5.0 | 1.7 |
| YUMA | 3430 | EAST YUMA COUNTY | RJ-2 | 4 | 5 | 5 | 941 | 1.0 | 0.2 | 941.0 | 4.0 | 0.8 |
| WELD | 3130 | PLATTE VALLEY | RE-7 | 4 | 5 | 2 | 783 | 1.0 | 0.5 | 783.0 | 3.0 | 1.5 |
| WELD | 3085 | EATON | RE-2 | 4 | 5 | 4 | 1121 | 2.0 | 0.5 | 560.5 | 5.0 | 1.3 |
| KIT CARSON | 1500 | BURLINGTON | RE-6J | 4 | 5 | 3 | 841 | 1.0 | 0.3 | 841.0 | 3.0 | 1.0 |
| | | TOTAL | | | | 61.0 | 15854.0 | 18.0 | | | 68.0 | |
| | | 601 - 1,201 AVERAGE | | | | 3.6 | 932.6 | 1.1 | 0.3 | 880.8 | 4.0 | 1.1 |
| LINCOLN | 1790 | LIMON | RE-4J | 5 | 5 | 2 | 446 | 1.0 | 0.5 | 446.0 | 2.0 | 1.0 |
| PHILLIPS | 2620 | HOLYOKE | RE-1J | 5 | 5 | 2 | 532 | 1.0 | 0.5 | 532.0 | 2.0 | 1.0 |
| WASHINGTON | 3030 | AKRON | R-1 | 5 | 5 | 2 | 466 | 1.0 | 0.5 | 466.0 | 2.0 | 1.0 |
| SAGUACHE | 2810 | CENTER | 26 JT. | 5 | 5 | 3 | 612 | 1.0 | 0.3 | 612.0 | 2.0 | 0.7 |
| OTERO | 2540 | FOWLER | R-4J | 5 | 5 | 4 | 461 | 1.0 | 0.3 | 461.0 | 2.0 | 0.5 |
| BACA | 0250 | SPRINGFIELD | RE-4 | 5 | 5 | 3 | 342 | 1.0 | 0.3 | 342.0 | 1.0 | 0.3 |
| GRAND | 1340 | WEST GRAND | 1 | 5 | 5 | 3 | 535 | 1.0 | 0.3 | 535.0 | 3.0 | 1.0 |
| RIO BLANCO | 2720 | RANGELY | RE-4 | 5 | 5 | 3 | 726 | 1.0 | 0.3 | 726.0 | 3.0 | 1.0 |
| CHEYENNE | 0520 | CHEYENNE COUNTY | RE-5 | 5 | 5 | 3 | 365 | 1.0 | 0.3 | 365.0 | 2.0 | 0.7 |
| CROWLEY | 0770 | CROWLEY COUNTY | RE-1-J | 5 | 5 | 3 | 558 | 1.0 | 0.3 | 558.0 | 1.0 | 0.3 |
| ROUTT | 2760 | HAYDEN | RE-1 | 5 | 5 | 3 | 458 | 1.0 | 0.3 | 458.0 | 2.0 | 0.7 |
| PROWERS | 2670 | HOLLY | RE-3 | 5 | 5 | 2 | 349 | 1.0 | 0.5 | 349.0 | 1.0 | 0.5 |
| CONEJOS | 0580 | SOUTH CONEJOS | RE-10 | 5 | 5 | 3 | 478 | 1.0 | 0.3 | 478.0 | 3.0 | 1.0 |
| SEDGWICK | 2862 | JULESBURG | RE-1 | 5 | 5 | 2 | 355 | 1.0 | 0.5 | 355.0 | 1.0 | 0.5 |
| | | TOTAL | | | | 38.0 | 6683.0 | 14.0 | | | 27.0 | |
| | | 301 - 600 AVERAGE | | | | 2.7 | 477.4 | 1.0 | 0.4 | 477.4 | 1.9 | 0.7 |
| | | TOTAL | | | | 163.0 | 45494.0 | 54.0 | | | 167.0 | |
| | | OUTLYING TOWN CATEGORY AVERAGE | | | | 3.7 | 1034.0 | 1.2 | 0.3 | 842.5 | 3.8 | 1.0 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | PUPILS PER SCHOOL ADMINISTRATOR | TOTAL INSTRUCTIONAL STAFF | INSTRUCTIONAL STAFF PER SCHOOL | PUPILS PER INSTRUCTIONAL STAFF | TOTAL SPECIAL SERVICES | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICES | TOTAL LIBRARY/ OTHER AIDES |
|---|---|---|---|---|---|---|---|---|---|---|---|
| WELD | 3140 | FORT LUPTON | RE-8 | 370.7 | 146.0 | 36.5 | 15.2 | 5.0 | 1.3 | 444.8 | 6.8 |
| CLEAR CREEK | 0540 | CLEAR CREEK | RE-1 | 280.2 | 89.6 | 17.9 | 15.6 | 7.4 | 1.5 | 189.3 | 3.0 |
| TELLER | 3020 | WOODLAND PARK | RE-2 | 427.2 | 124.6 | 31.2 | 17.1 | 5.0 | 1.3 | 427.2 | 7.5 |
| GARFIELD | 1180 | ROARING FORK | RE-1 | 330.6 | 205.1 | 22.8 | 16.1 | 9.5 | 1.1 | 348.0 | 14.0 |
| CHAFFEE | 0500 | SALIDA | R-32 | 311.8 | 80.5 | 26.8 | 15.5 | 4.0 | 1.3 | 311.8 | 3.8 |
| GARFIELD | 1195 | GARFIELD | RE-2 | 332.1 | 127.3 | 18.2 | 18.3 | 4.0 | 0.6 | 581.3 | 4.6 |
| MORGAN | 2395 | BRUSH | RE-2(J) | 251.6 | 87.5 | 21.9 | 14.4 | 3.0 | 0.8 | 419.3 | 3.8 |
| WELD | 3080 | GILCREST | RE-1 | 242.7 | 105.3 | 17.6 | 16.1 | 5.0 | 0.8 | 339.8 | 9.9 |
| OTERO | 2530 | ROCKY FORD | R-2 | 260.2 | 94.6 | 23.7 | 13.8 | 3.2 | 0.8 | 406.6 | 5.0 |
| WELD | 3100 | WINDSOR | RE-4 | 270.8 | 109.7 | 21.9 | 14.8 | 7.7 | 1.5 | 211.0 | 8.2 |
| FREMONT | 1150 | FLORENCE | RE-2 | 334.0 | 117.5 | 29.4 | 14.2 | 5.0 | 1.3 | 334.0 | 3.6 |
| GUNNISON | 1360 | GUNNISON WATERSHED | RE1J | 353.0 | 98.1 | 16.4 | 14.4 | 4.5 | 0.8 | 313.8 | 3.7 |
| RIO GRANDE | 2740 | MONTE VISTA | C-8 | 451.0 | 87.1 | 29.0 | 15.5 | 3.0 | 1.0 | 451.0 | 3.8 |
| | | | | | 0.0 | | | 0.0 | | | |
| | | TOTAL | | | 1472.9 | | | 66.3 | | | 77.7 |
| | | 1,201 - 6,000 AVERAGE | | 318.8 | 113.3 | 23.0 | 15.6 | 5.1 | 1.0 | 346.3 | 6.0 |
| HUERFANO | 1390 | HUERFANO | RE-1 | 167.8 | 66.0 | 16.5 | 12.7 | 2.0 | 0.5 | 419.5 | 5.7 |
| ELBERT | 0920 | ELIZABETH | C-1 | 207.7 | 87.9 | 29.3 | 14.2 | 4.0 | 1.3 | 311.5 | 4.6 |
| WELD | 3145 | AULT-HIGHLAND | RE-9 | 249.3 | 48.0 | 12.0 | 15.6 | 2.0 | 0.5 | 374.0 | 4.0 |
| RIO GRANDE | 2730 | DEL NORTE | C-7 | 234.0 | 52.0 | 13.0 | 13.5 | 2.0 | 0.5 | 351.0 | 3.7 |
| BENT | 0290 | LAS ANIMAS | RE-1 | 155.4 | 66.3 | 16.6 | 11.7 | 2.0 | 0.5 | 388.5 | 5.0 |
| RIO BLANCO | 2710 | MEEKER | RE1 | 181.5 | 46.5 | 11.6 | 15.6 | 1.0 | 0.3 | 726.0 | 3.6 |
| ADAMS | 0050 | BENNETT | 29J | 269.3 | 58.8 | 19.6 | 13.7 | 2.0 | 0.7 | 404.0 | 1.9 |
| ARCHULETA | 0220 | ARCHULETA COUNTY | 50 JT | 257.5 | 76.1 | 25.4 | 13.5 | 2.0 | 0.7 | 515.0 | 2.0 |
| CHAFFEE | 0490 | BUENA VISTA | R-31 | 214.3 | 57.2 | 19.1 | 15.0 | 4.0 | 1.3 | 214.3 | 4.0 |
| YUMA | 3420 | WEST YUMA COUNTY | RJ-1 | 250.8 | 76.3 | 15.3 | 13.1 | 2.0 | 0.4 | 501.5 | 5.0 |
| LARIMER | 1570 | PARK (ESTES PARK) | R-3 | 375.3 | 69.0 | 23.0 | 16.3 | 3.0 | 1.0 | 375.3 | 4.9 |
| WELD | 3110 | JOHNSTOWN-MILLIKEN | RE-5J | 287.8 | 69.2 | 17.3 | 16.6 | 2.0 | 0.5 | 575.5 | 6.6 |
| LAKE | 1510 | LAKE COUNTY | R-1 | 231.0 | 73.0 | 24.3 | 15.8 | 5.7 | 1.2 | 312.2 | 8.6 |
| YUMA | 3430 | EAST YUMA COUNTY | RJ-2 | 235.3 | 74.7 | 14.9 | 12.6 | 2.0 | 0.4 | 470.5 | 4.9 |
| WELD | 3130 | PLATTE VALLEY | RE-7 | 261.0 | 51.3 | 25.7 | 15.3 | 2.0 | 1.0 | 391.5 | 3.4 |
| WELD | 3085 | EATON | RE-2 | 224.2 | 70.0 | 17.5 | 16.0 | 3.0 | 0.8 | 373.7 | 4.8 |
| KIT CARSON | 1500 | BURLINGTON | RE-6J | 280.3 | 62.4 | 20.8 | 13.5 | 2.0 | 0.7 | 420.5 | 3.6 |
| | | TOTAL | | | 1104.7 | | | 40.7 | | | 76.3 |
| | | 601 - 1,201 AVERAGE | | 233.1 | 65.0 | 18.1 | 14.4 | 2.4 | 0.7 | 389.5 | 4.5 |
| LINCOLN | 1790 | LIMON | RE-4J | 223.0 | 30.6 | 15.3 | 14.6 | 1.0 | 0.5 | 446.0 | 1.0 |
| PHILLIPS | 2620 | HOLYOKE | RE-1J | 266.0 | 45.4 | 22.7 | 11.7 | 1.0 | 0.5 | 532.0 | 1.5 |
| WASHINGTON | 3030 | AKRON | R-1 | 233.0 | 33.8 | 16.9 | 13.8 | 1.0 | 0.5 | 466.0 | 1.9 |
| SAGUACHE | 2810 | CENTER | 26 JT. | 306.0 | 47.5 | 15.8 | 12.9 | 1.0 | 0.3 | 612.0 | 2.8 |
| OTERO | 2540 | FOWLER | R-4J | 230.5 | 37.3 | 9.3 | 12.4 | 1.0 | 0.3 | 461.0 | 2.9 |
| BACA | 0250 | SPRINGFIELD | RE-4 | 342.0 | 35.0 | 11.7 | 9.8 | 0.0 | 0.0 | | 1.0 |
| GRAND | 1340 | WEST GRAND | 1 | 178.3 | 42.2 | 14.1 | 12.7 | 2.0 | 0.7 | 267.5 | 2.5 |
| RIO BLANCO | 2720 | RANGELY | RE-4 | 242.0 | 52.5 | 17.5 | 13.8 | 2.0 | 0.7 | 363.0 | 3.4 |
| CHEYENNE | 0520 | CHEYENNE COUNTY | RE-5 | 182.5 | 32.5 | 10.8 | 11.2 | 1.0 | 0.3 | 365.0 | 2.8 |
| CROWLEY | 0770 | CROWLEY COUNTY | RE-1-J | 558.0 | 47.4 | 15.8 | 11.8 | 1.0 | 0.3 | 558.0 | 1.1 |
| ROUTT | 2760 | HAYDEN | RE-1 | 229.0 | 38.2 | 12.7 | 12.0 | 2.0 | 0.7 | 229.0 | 2.6 |
| PROWERS | 2670 | HOLLY | RE-3 | 349.0 | 28.2 | 14.1 | 12.4 | 1.0 | 0.5 | 349.0 | 1.8 |
| CONEJOS | 0580 | SOUTH CONEJOS | RE-10 | 159.3 | 41.0 | 13.7 | 11.7 | 0.0 | 0.0 | | 2.0 |
| SEDGWICK | 2862 | JULESBURG | RE-1 | 355.0 | 28.3 | 14.2 | 12.5 | 1.0 | 0.5 | 355.0 | 1.9 |
| | | TOTAL | | | 539.9 | | | 15.0 | | | 29.2 |
| | | 301 - 600 AVERAGE | | 247.5 | 38.6 | 14.2 | 12.4 | 1.1 | 0.4 | 445.5 | 2.1 |
| | | TOTAL | | | 3117.5 | | | 122.0 | | 372.9 | 183.2 |
| | | OUTLYING TOWN CATEGORY AVERAGE | | 272.4 | 70.9 | 19.1 | 14.6 | 2.8 | 0.7 | 372.9 | 4.2 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | LIBRARY/ OTHER AIDES PER SCHOOL | PUPILS PER LIBRARY/ OTHER AIDES | TOTAL NONCERTIFICATED SUPPORT | NONCERTIFICATED SUPPORT PER SCHOOL | PUPILS PER NONCERTIFICATED SUPPORT | TOTAL CERTIFICATED SUPPORT | CERTIFICATED SUPPORT PER SCHOOL | PUPILS PER CERTIFICATED SUPPORT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| WELD | 3140 | FORT LUPTON | RE-8 | 1.7 | 327.1 | 14.7 | 3.7 | 151.3 | 5.0 | 1.3 | 444.8 |
| CLEAR CREEK | 0540 | CLEAR CREEK | RE-1 | 0.6 | 467.0 | 21.9 | 4.4 | 64.0 | 4.0 | 0.8 | 350.3 |
| TELLER | 3020 | WOODLAND PARK | RE-2 | 1.9 | 284.8 | 20.9 | 5.2 | 102.2 | 2.0 | 0.5 | 1068.0 |
| GARFIELD | 1180 | ROARING FORK | RE-1 | 1.6 | 236.1 | 18.4 | 2.0 | 179.7 | 1.0 | 0.1 | 3306.0 |
| CHAFFEE | 0500 | SALIDA | R-32 | 1.3 | 328.2 | 5.3 | 1.8 | 235.3 | 2.0 | 0.7 | 623.5 |
| GARFIELD | 1195 | GARFIELD | RE-2 | 0.7 | 505.4 | 13.9 | 2.0 | 167.3 | 2.0 | 0.3 | 1162.5 |
| MORGAN | 2395 | BRUSH | RE-2(J) | 1.0 | 331.1 | 9.0 | 2.3 | 139.8 | 1.0 | 0.3 | 1258.0 |
| WELD | 3080 | GILCREST | RE-1 | 1.7 | 171.6 | 11.0 | 1.8 | 154.5 | 1.0 | 0.2 | 1699.0 |
| OTERO | 2530 | ROCKY FORD | R-2 | 1.3 | 260.2 | 10.0 | 2.5 | 130.1 | 1.0 | 0.3 | 1301.0 |
| WELD | 3100 | WINDSOR | RE-4 | 1.6 | 198.2 | 14.8 | 3.0 | 109.8 | 2.0 | 0.4 | 812.5 |
| FREMONT | 1150 | FLORENCE | RE-2 | 0.9 | 463.9 | 11.5 | 2.9 | 145.2 | 2.0 | 0.5 | 835.0 |
| GUNNISON | 1360 | GUNNISON WATERSHED | RE1J | 0.6 | 381.6 | 7.7 | 1.3 | 183.4 | 3.8 | 0.6 | 371.6 |
| RIO GRANDE | 2740 | MONTE VISTA | C-8 | 1.3 | 356.1 | 12.8 | 4.3 | 105.7 | 0.3 | 0.1 | 4510.0 |
| | | | | | | 0.0 | | | 0.0 | | |
| | | TOTAL | | | | 171.9 | | | 27.1 | | |
| | | 1,201 - 6,000 AVERAGE | | 1.2 | 295.5 | 13.2 | 2.7 | 133.5 | 2.1 | 0.4 | 847.1 |
| HUERFANO | 1390 | HUERFANO | RE-1 | 1.4 | 147.2 | 9.6 | 2.4 | 87.4 | 0.0 | 0.0 | |
| ELBERT | 0920 | ELIZABETH | C-1 | 1.5 | 270.9 | 19.4 | 6.5 | 64.2 | 0.0 | 0.0 | |
| WELD | 3145 | AULT-HIGHLAND | RE-9 | 1.0 | 187.0 | 7.0 | 1.8 | 106.9 | 0.0 | 0.0 | |
| RIO GRANDE | 2730 | DEL NORTE | C-7 | 0.9 | 189.7 | 6.2 | 1.6 | 113.2 | 0.5 | 0.1 | 1404.0 |
| BENT | 0290 | LAS ANIMAS | RE-1 | 1.3 | 155.4 | 11.0 | 2.8 | 70.6 | 0.0 | 0.0 | |
| RIO BLANCO | 2710 | MEEKER | RE1 | 0.9 | 201.7 | 7.4 | 1.9 | 98.1 | 1.7 | 0.4 | 427.1 |
| ADAMS | 0050 | BENNETT | 29J | 0.6 | 425.3 | 10.4 | 3.5 | 77.7 | 0.0 | 0.0 | |
| ARCHULETA | 0220 | ARCHULETA COUNTY | 50 JT | 0.7 | 515.0 | 10.2 | 3.4 | 101.0 | 1.0 | 0.3 | 1030.0 |
| CHAFFEE | 0490 | BUENA VISTA | R-31 | 1.3 | 214.3 | 7.0 | 2.3 | 122.4 | 1.0 | 0.3 | 857.0 |
| YUMA | 3420 | WEST YUMA COUNTY | RJ-1 | 1.0 | 200.6 | 12.0 | 2.4 | 83.6 | 0.0 | 0.0 | |
| LARIMER | 1570 | PARK (ESTES PARK) | R-3 | 1.6 | 229.8 | 12.9 | 4.3 | 87.3 | 3.0 | 1.0 | 375.3 |
| WELD | 3110 | JOHNSTOWN-MILLIKEN | RE-5J | 1.7 | 174.4 | 11.4 | 2.9 | 101.0 | 2.0 | 0.5 | 575.5 |
| LAKE | 1510 | LAKE COUNTY | R-1 | 2.9 | 134.3 | 9.7 | 3.2 | 119.1 | 0.0 | 0.0 | |
| YUMA | 3430 | EAST YUMA COUNTY | RJ-2 | 1.0 | 192.0 | 12.1 | 2.4 | 77.8 | 1.5 | 0.3 | 627.3 |
| WELD | 3130 | PLATTE VALLEY | RE-7 | 1.7 | 230.3 | 6.5 | 3.3 | 120.5 | 0.5 | 0.3 | 1566.0 |
| WELD | 3085 | EATON | RE-2 | 1.2 | 233.5 | 17.8 | 4.5 | 63.0 | 0.5 | 0.1 | 2242.0 |
| KIT CARSON | 1500 | BURLINGTON | RE-6J | 1.2 | 233.6 | 4.4 | 1.5 | 191.1 | 3.0 | 1.0 | 280.3 |
| | | TOTAL | | | | 175.0 | | | 14.7 | | |
| | | 601 - 1,201 AVERAGE | | 1.3 | 207.8 | 10.3 | 2.9 | 90.6 | 0.9 | 0.2 | 1078.5 |
| LINCOLN | 1790 | LIMON | RE-4J | 0.5 | 446.0 | 2.0 | 1.0 | 223.0 | 0.0 | 0.0 | |
| PHILLIPS | 2620 | HOLYOKE | RE-1J | 0.8 | 354.7 | 3.8 | 1.9 | 140.0 | 0.0 | 0.0 | |
| WASHINGTON | 3030 | AKRON | R-1 | 1.0 | 245.3 | 2.8 | 1.4 | 166.4 | 0.0 | 0.0 | |
| SAGUACHE | 2810 | CENTER | 26 JT. | 0.9 | 218.6 | 3.5 | 1.2 | 174.9 | 1.0 | 0.3 | 612.0 |
| OTERO | 2540 | FOWLER | R-4J | 0.7 | 159.0 | 4.5 | 1.1 | 102.4 | 0.0 | 0.0 | |
| BACA | 0250 | SPRINGFIELD | RE-4 | 0.3 | 342.0 | 4.0 | 1.3 | 85.5 | 1.0 | 0.3 | 342.0 |
| GRAND | 1340 | WEST GRAND | 1 | 0.8 | 214.0 | 5.0 | 1.7 | 107.0 | 0.0 | 0.0 | |
| RIO BLANCO | 2720 | RANGELY | RE-4 | 1.1 | 213.5 | 11.7 | 3.9 | 62.1 | 1.0 | 0.3 | 726.0 |
| CHEYENNE | 0520 | CHEYENNE COUNTY | RE-5 | 0.9 | 130.4 | 4.8 | 1.6 | 76.0 | 0.0 | 0.0 | |
| CROWLEY | 0770 | CROWLEY COUNTY | RE-1-J | 0.4 | 507.3 | 5.5 | 1.8 | 101.5 | 0.0 | 0.0 | |
| ROUTT | 2760 | HAYDEN | RE-1 | 0.9 | 176.2 | 6.8 | 2.3 | 67.4 | 0.0 | 0.0 | |
| PROWERS | 2670 | HOLLY | RE-3 | 0.9 | 193.9 | 3.0 | 1.5 | 116.3 | 0.0 | 0.0 | |
| CONEJOS | 0580 | SOUTH CONEJOS | RE-10 | 0.7 | 239.0 | 7.0 | 2.3 | 68.3 | 0.0 | 0.0 | |
| SEDGWICK | 2862 | JULESBURG | RE-1 | 1.0 | 186.8 | 3.0 | 1.5 | 118.3 | 0.0 | 0.0 | |
| | | TOTAL | | | | 67.4 | | | 3.0 | | |
| | | 301 - 600 AVERAGE | | 0.8 | 228.9 | 4.8 | 1.8 | 99.2 | 0.2 | 0.1 | 2227.7 |
| | | TOTAL | | | | 414.3 | | | 44.8 | | |
| | | OUTLYING TOWN CATEGORY AVERAGE | | 1.1 | 248.3 | 9.4 | 2.5 | 109.8 | 1.0 | 0.3 | 1015.5 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | TOTAL OTHER PERSONNEL | OTHER PERSONNEL PER SCHOOL | PUPILS PER OTHER PERSONNEL | TOTAL PERSONNEL | TOTAL PERSONNEL PER SCHOOL | PUPILS PER TOTAL PERSONNEL |
|---|---|---|---|---|---|---|---|---|---|
| WELD | 3140 | FORT LUPTON | RE-8 | 48.8 | 12.2 | 45.6 | 234.3 | 58.6 | 9.5 |
| CLEAR CREEK | 0540 | CLEAR CREEK | RE-1 | 22.5 | 4.5 | 62.3 | 154.4 | 30.9 | 9.1 |
| TELLER | 3020 | WOODLAND PARK | RE-2 | 28.9 | 7.2 | 73.9 | 195.9 | 49.0 | 10.9 |
| GARFIELD | 1180 | ROARING FORK | RE-1 | 41.4 | 4.6 | 79.9 | 302.4 | 33.6 | 10.9 |
| CHAFFEE | 0500 | SALIDA | R-32 | 17.6 | 5.9 | 70.9 | 118.2 | 39.4 | 10.5 |
| GARFIELD | 1195 | GARFIELD | RE-2 | 48.9 | 7.0 | 47.5 | 209.7 | 30.0 | 11.1 |
| MORGAN | 2395 | BRUSH | RE-2(J) | 28.0 | 7.0 | 44.9 | 139.3 | 34.8 | 9.0 |
| WELD | 3080 | GILCREST | RE-1 | 27.6 | 4.6 | 61.6 | 168.8 | 28.1 | 10.1 |
| OTERO | 2530 | ROCKY FORD | R-2 | 32.9 | 8.2 | 39.5 | 152.7 | 38.2 | 8.5 |
| WELD | 3100 | WINDSOR | RE-4 | 32.8 | 6.6 | 49.5 | 182.2 | 36.4 | 8.9 |
| FREMONT | 1150 | FLORENCE | RE-2 | 48.8 | 12.2 | 34.2 | 194.4 | 48.6 | 8.6 |
| GUNNISON | 1360 | GUNNISON WATERSHED | RE1J | 22.3 | 3.7 | 63.3 | 146.1 | 24.4 | 9.7 |
| RIO GRANDE | 2740 | MONTE VISTA | C-8 | 24.8 | 8.3 | 54.6 | 136.8 | 45.6 | 9.9 |
| | | | | 0.0 | | | 0.0 | | |
| | | TOTAL | | 425.3 | | | 2335.2 | | |
| | | 1,201 - 6,000 AVERAGE | | 32.7 | 6.6 | 54.0 | 179.6 | 36.5 | 9.8 |
| HUERFANO | 1390 | HUERFANO | RE-1 | 28.9 | 7.2 | 29.0 | 118.2 | 29.6 | 7.1 |
| ELBERT | 0920 | ELIZABETH | C-1 | 36.1 | 12.0 | 34.5 | 159.0 | 53.0 | 7.8 |
| WELD | 3145 | AULT-HIGHLAND | RE-9 | 19.6 | 4.9 | 38.2 | 84.6 | 21.2 | 8.8 |
| RIO GRANDE | 2730 | DEL NORTE | C-7 | 19.5 | 4.9 | 36.0 | 87.9 | 22.0 | 8.0 |
| BENT | 0290 | LAS ANIMAS | RE-1 | 14.5 | 3.6 | 53.6 | 104.8 | 26.2 | 7.4 |
| RIO BLANCO | 2710 | MEEKER | RE1 | 17.4 | 4.4 | 41.7 | 82.6 | 20.7 | 8.8 |
| ADAMS | 0050 | BENNETT | 29J | 15.9 | 5.3 | 50.8 | 93.0 | 31.0 | 8.7 |
| ARCHULETA | 0220 | ARCHULETA COUNTY | 50 JT | 19.1 | 6.4 | 53.9 | 115.4 | 38.5 | 8.9 |
| CHAFFEE | 0490 | BUENA VISTA | R-31 | 26.5 | 8.8 | 32.3 | 104.7 | 34.9 | 8.2 |
| YUMA | 3420 | WEST YUMA COUNTY | RJ-1 | 22.6 | 4.5 | 44.4 | 122.9 | 24.6 | 8.2 |
| LARIMER | 1570 | PARK (ESTES PARK) | R-3 | 22.2 | 7.4 | 50.7 | 119.0 | 39.7 | 9.5 |
| WELD | 3110 | JOHNSTOWN-MILLIKEN | RE-5J | 25.3 | 6.3 | 45.5 | 121.5 | 30.4 | 9.5 |
| LAKE | 1510 | LAKE COUNTY | R-1 | 33.8 | 11.3 | 34.2 | 134.8 | 44.9 | 8.6 |
| YUMA | 3430 | EAST YUMA COUNTY | RJ-2 | 23.9 | 4.8 | 39.4 | 124.1 | 24.8 | 7.6 |
| WELD | 3130 | PLATTE VALLEY | RE-7 | 18.4 | 9.2 | 42.6 | 86.1 | 43.1 | 9.1 |
| WELD | 3085 | EATON | RE-2 | 24.4 | 6.1 | 45.9 | 127.5 | 31.9 | 8.8 |
| KIT CARSON | 1500 | BURLINGTON | RE-6J | 13.5 | 4.5 | 62.3 | 92.9 | 31.0 | 9.1 |
| | | TOTAL | | 381.6 | | | 1879.0 | | |
| | | 601 - 1,201 AVERAGE | | 22.4 | 6.3 | 41.5 | 110.5 | 30.8 | 8.4 |
| LINCOLN | 1790 | LIMON | RE-4J | 10.1 | 5.1 | 44.2 | 47.7 | 23.9 | 9.4 |
| PHILLIPS | 2620 | HOLYOKE | RE-1J | 13.1 | 6.6 | 40.6 | 67.8 | 33.9 | 7.8 |
| WASHINGTON | 3030 | AKRON | R-1 | 11.3 | 5.7 | 41.2 | 53.8 | 26.9 | 8.7 |
| SAGUACHE | 2810 | CENTER | 26 JT. | 11.4 | 3.8 | 53.7 | 70.2 | 23.4 | 8.7 |
| OTERO | 2540 | FOWLER | R-4J | 16.3 | 4.1 | 28.3 | 65.0 | 16.3 | 7.1 |
| BACA | 0250 | SPRINGFIELD | RE-4 | 8.4 | 2.8 | 40.7 | 51.4 | 17.1 | 6.7 |
| GRAND | 1340 | WEST GRAND | 1 | 19.0 | 6.3 | 28.2 | 74.7 | 24.9 | 7.2 |
| RIO BLANCO | 2720 | RANGELY | RE-4 | 17.7 | 5.9 | 41.0 | 92.3 | 30.8 | 7.9 |
| CHEYENNE | 0520 | CHEYENNE COUNTY | RE-5 | 17.6 | 5.9 | 20.7 | 61.7 | 20.6 | 5.9 |
| CROWLEY | 0770 | CROWLEY COUNTY | RE-1-J | 16.8 | 5.6 | 33.2 | 73.8 | 24.6 | 7.6 |
| ROUTT | 2760 | HAYDEN | RE-1 | 9.1 | 3.0 | 50.3 | 61.7 | 20.6 | 7.4 |
| PROWERS | 2670 | HOLLY | RE-3 | 11.0 | 5.5 | 31.7 | 47.0 | 23.5 | 7.4 |
| CONEJOS | 0580 | SOUTH CONEJOS | RE-10 | 17.3 | 5.8 | 27.6 | 71.3 | 23.8 | 6.7 |
| SEDGWICK | 2862 | JULESBURG | RE-1 | 7.5 | 3.8 | 47.3 | 43.7 | 21.9 | 8.1 |
| | | TOTAL | | 186.6 | | | 882.1 | | |
| | | 301 - 600 AVERAGE | | 13.3 | 4.9 | 35.8 | 63.0 | 23.2 | 7.6 |
| | | TOTAL | | 993.5 | | | 5096.3 | | |
| | | OUTLYING TOWN CATEGORY AVERAGE | | 22.6 | 6.1 | 45.8 | 115.8 | 31.3 | 8.9 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | SIZE | SCHOOL FINANCE CATEGORY | NUMBER OF SCHOOLS | FALL 88 PUPILS | TOTAL GENERAL ADMINISTRATORS | GENERAL ADMINISTRATORS PER SCHOOL | PUPILS PER GENERAL ADMINISTRATOR | TOTAL SCHOOL ADMINISTRATORS | SCHOOL ADMINISTRATORS PER SCHOOL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| WELD | 3090 | KEENESBURG | RE-3 | 4 | 6 | 4 | 1168 | 2.0 | 0.5 | 584.0 | 5.0 | 1.3 |
| CONEJOS | 0550 | NORTH CONEJOS | RE-1J | 4 | 6 | 6 | 1152 | 2.0 | 0.3 | 576.0 | 5.0 | 0.8 |
| LA PLATA | 1540 | IGNACIO | 11 JT | 4 | 6 | 5 | 941 | 1.0 | 0.2 | 941.0 | 3.0 | 0.6 |
| LA PLATA | 1530 | BAYFIELD | 10 JT-R | 4 | 6 | 3 | 753 | 1.0 | 0.3 | 753.0 | 3.0 | 1.0 |
| PARK | 2600 | PLATTE CANYON | 1 | 4 | 6 | 3 | 1091 | 1.0 | 0.3 | 1091.0 | 4.0 | 1.3 |
| | | TOTAL | | | | 21.0 | 5105.0 | 7.0 | | | 20.0 | |
| | | 601 - 1,201 AVERAGE | | | | 4.2 | 1021.0 | 1.4 | 0.3 | 729.3 | 4.0 | 1.0 |
| PARK | 2610 | PARK COUNTY | RE-2 | 5 | 6 | 4 | 389 | 1.0 | 0.3 | 389.0 | 2.0 | 0.5 |
| EL PASO | 1050 | ELLICOTT | 22 | 5 | 6 | 2 | 485 | 1.0 | 0.5 | 485.0 | 2.0 | 1.0 |
| MORGAN | 2515 | WIGGINS | RE-50(J) | 5 | 6 | 3 | 410 | 1.0 | 0.3 | 410.0 | 2.0 | 0.7 |
| MONTEZUMA | 2070 | MANCOS | RE-6 | 5 | 6 | 3 | 482 | 1.0 | 0.3 | 482.0 | 2.0 | 0.7 |
| RIO GRANDE | 2750 | SARGENT | RE-33J | 5 | 6 | 2 | 445 | 1.0 | 0.5 | 445.0 | 2.0 | 1.0 |
| OTERO | 2570 | SWINK | 33 | 5 | 6 | 2 | 318 | 1.0 | 0.5 | 318.0 | 1.0 | 0.5 |
| ADAMS | 0060 | STRASBURG | 31J | 5 | 6 | 3 | 418 | 1.0 | 0.3 | 418.0 | 1.0 | 0.3 |
| GARFIELD | 1220 | GARFIELD | 16 | 5 | 6 | 3 | 436 | 1.0 | 0.3 | 436.0 | 3.0 | 1.0 |
| MESA | 1990 | PLATEAU VALLEY | 50 | 5 | 6 | 3 | 471 | 1.0 | 0.3 | 471.0 | 1.0 | 0.3 |
| DOLORES | 0890 | DOLORES COUNTY | RE NO.2 | 5 | 6 | 6 | 357 | 1.0 | 0.2 | 357.0 | 1.0 | 0.2 |
| BACA | 0230 | WALSH | RE-1 | 5 | 6 | 2 | 320 | 1.0 | 0.5 | 320.0 | 2.0 | 1.0 |
| ARAPAHOE | 0190 | BYERS | 32J | 5 | 6 | 2 | 321 | 1.0 | 0.5 | 321.0 | 1.0 | 0.5 |
| EL PASO | 0970 | CALHAN | RJ-1 | 5 | 6 | 2 | 319 | 1.0 | 0.5 | 319.0 | 2.0 | 1.0 |
| CONEJOS | 0560 | SANFORD | 6J | 5 | 6 | 2 | 344 | 1.0 | 0.5 | 344.0 | 2.0 | 1.0 |
| MONTROSE | 2190 | WEST END | RE-2 | 5 | 6 | 4 | 378 | 1.0 | 0.3 | 378.0 | 2.0 | 0.5 |
| ROUTT | 2780 | SOUTH ROUTT | RE 3 | 5 | 6 | 3 | 353 | 1.0 | 0.3 | 353.0 | 2.0 | 0.7 |
| JACKSON | 1410 | NORTH PARK | R-1 | 5 | 6 | 2 | 313 | 1.0 | 0.5 | 313.0 | 2.0 | 1.0 |
| GILPIN | 1330 | GILPIN COUNTY | RE-1 | 5 | 6 | 2 | 311 | 1.0 | 0.5 | 311.0 | 1.0 | 0.5 |
| TELLER | 3010 | CRIPPLE CREEK-VICTOR | RE-1 | 5 | 6 | 2 | 318 | 1.0 | 0.5 | 318.0 | 1.0 | 0.5 |
| COSTILLA | 0640 | CENTENNIAL | R-1 | 5 | 6 | 3 | 387 | 1.0 | 0.3 | 387.0 | 1.0 | 0.3 |
| MONTEZUMA | 2055 | DOLORES | RE-4A | 5 | 6 | 3 | 525 | 1.0 | 0.3 | 525.0 | 2.0 | 0.7 |
| | | TOTAL | | | | 58.0 | 8100.0 | 21.0 | | | 35.0 | |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | PUPILS PER SCHOOL ADMINISTRATOR | TOTAL INSTRUCTIONAL STAFF | INSTRUCTIONAL STAFF PER SCHOOL | PUPILS PER INSTRUCTIONAL STAFF | TOTAL SPECIAL SERVICES | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICES | TOTAL LIBRARY/ OTHER AIDES |
|---|---|---|---|---|---|---|---|---|---|---|---|
| WELD | 3090 | KEENESBURG | RE-3 | 233.6 | 67.1 | 16.8 | 17.4 | 2.0 | 0.5 | 584.0 | 1.9 |
| CONEJOS | 0550 | NORTH CONEJOS | RE-1J | 230.4 | 79.0 | 13.2 | 14.6 | 1.0 | 0.2 | 1152.0 | 1.9 |
| LA PLATA | 1540 | IGNACIO | 11 JT | 313.7 | 78.5 | 15.7 | 12.0 | 3.0 | 0.6 | 313.7 | 5.9 |
| LA PLATA | 1530 | BAYFIELD | 10 JT-R | 251.0 | 47.8 | 15.9 | 15.8 | 1.0 | 0.3 | 753.0 | 2.8 |
| PARK | 2600 | PLATTE CANYON | 1 | 272.8 | 69.6 | 23.2 | 15.7 | 4.0 | 1.3 | 272.8 | 4.3 |
| | | TOTAL | | | 342.0 | | | 11.0 | | | 16.8 |
| | | 601 - 1,201 AVERAGE | | 255.3 | 68.4 | 16.3 | 14.9 | 2.2 | 0.5 | 464.1 | 3.4 |
| PARK | 2610 | PARK COUNTY | RE-2 | 194.5 | 38.9 | 9.7 | 10.0 | 1.5 | 0.4 | 259.3 | 1.0 |
| EL PASO | 1050 | ELLICOTT | 22 | 242.5 | 35.1 | 17.6 | 13.8 | 1.0 | 0.5 | 485.0 | 0.9 |
| MORGAN | 2515 | WIGGINS | RE-50(J) | 205.0 | 31.0 | 10.3 | 13.2 | 1.0 | 0.3 | 410.0 | 1.5 |
| MONTEZUMA | 2070 | MANCOS | RE-6 | 241.0 | 34.9 | 11.6 | 13.8 | 1.0 | 0.3 | 482.0 | 0.0 |
| RIO GRANDE | 2750 | SARGENT | RE-33J | 222.5 | 32.7 | 16.4 | 13.6 | 0.0 | 0.0 | | 0.9 |
| OTERO | 2570 | SWINK | 33 | 318.0 | 26.5 | 13.3 | 12.0 | 1.0 | 0.5 | 318.0 | 1.0 |
| ADAMS | 0060 | STRASBURG | 31J | 418.0 | 33.8 | 11.3 | 12.4 | 1.0 | 0.3 | 418.0 | 2.3 |
| GARFIELD | 1220 | GARFIELD | 16 | 145.3 | 33.0 | 11.0 | 13.2 | 1.0 | 0.3 | 436.0 | 3.2 |
| MESA | 1990 | PLATEAU VALLEY | 50 | 471.0 | 32.9 | 11.0 | 14.3 | 1.0 | 0.3 | 471.0 | 1.0 |
| DOLORES | 0890 | DOLORES COUNTY | RE NO.2 | 357.0 | 33.0 | 5.5 | 10.8 | 1.0 | 0.2 | 357.0 | 4.0 |
| BACA | 0230 | WALSH | RE-1 | 160.0 | 24.5 | 12.3 | 13.1 | 1.0 | 0.5 | 320.0 | 1.9 |
| ARAPAHOE | 0190 | BYERS | 32J | 321.0 | 25.0 | 12.5 | 12.8 | 1.0 | 0.5 | 321.0 | 1.0 |
| EL PASO | 0970 | CALHAN | RJ-1 | 159.5 | 22.9 | 11.5 | 13.9 | 1.0 | 0.5 | 319.0 | 1.0 |
| CONEJOS | 0560 | SANFORD | 6J | 172.0 | 24.6 | 12.3 | 14.0 | 1.0 | 0.5 | 344.0 | 0.9 |
| MONTROSE | 2190 | WEST END | RE-2 | 189.0 | 29.4 | 7.4 | 12.9 | 1.0 | 0.3 | 378.0 | 1.0 |
| ROUTT | 2780 | SOUTH ROUTT | RE 3 | 176.5 | 30.9 | 10.3 | 11.4 | 1.0 | 0.3 | 353.0 | 1.8 |
| JACKSON | 1410 | NORTH PARK | R-1 | 156.5 | 27.8 | 13.9 | 11.3 | 1.0 | 0.5 | 313.0 | 1.0 |
| GILPIN | 1330 | GILPIN COUNTY | RE-1 | 311.0 | 24.0 | 12.0 | 13.0 | 2.3 | 1.2 | 135.2 | 7.3 |
| TELLER | 3010 | CRIPPLE CREEK-VICTOR | RE-1 | 318.0 | 22.0 | 11.0 | 14.5 | 1.0 | 0.5 | 318.0 | 1.0 |
| COSTILLA | 0640 | CENTENNIAL | R-1 | 387.0 | 31.2 | 10.4 | 12.4 | 2.0 | 0.7 | 193.5 | 1.8 |
| MONTEZUMA | 2055 | DOLORES | RE-4A | 262.5 | 37.5 | 12.5 | 14.0 | 1.0 | 0.3 | 525.0 | 2.0 |
| | | TOTAL | | | 631.6 | | | 22.8 | | | 36.5 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | LIBRARY/ OTHER AIDES PER SCHOOL | PUPILS PER LIBRARY/ OTHER AIDES | TOTAL NONCERTIFICATED SUPPORT | NONCERTIFICATED SUPPORT PER SCHOOL | PUPILS PER NONCERTIFICATED SUPPORT | TOTAL CERTIFICATED SUPPORT | CERTIFICATED SUPPORT PER SCHOOL | PUPILS PER CERTIFICATED SUPPORT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| WELD | 3090 | KEENESBURG | RE-3 | 0.5 | 614.7 | 7.8 | 2.0 | 149.7 | 1.0 | 0.3 | 1168.0 |
| CONEJOS | 0550 | NORTH CONEJOS | RE-1J | 0.3 | 606.3 | 7.2 | 1.2 | 160.0 | 0.0 | 0.0 | |
| LA PLATA | 1540 | IGNACIO | 11 JT | 1.2 | 159.5 | 9.0 | 1.8 | 104.6 | 0.0 | 0.0 | |
| LA PLATA | 1530 | BAYFIELD | 10 JT-R | 0.9 | 268.9 | 8.0 | 2.7 | 94.1 | 1.0 | 0.3 | 753.0 |
| PARK | 2600 | PLATTE CANYON | 1 | 1.4 | 253.7 | 11.0 | 3.7 | 99.2 | 1.0 | 0.3 | 1091.0 |
| | | TOTAL | | | | 43.0 | | | 3.0 | | |
| | | 601 - 1,201 AVERAGE | | 0.8 | 303.9 | 8.6 | 2.0 | 118.7 | 0.6 | 0.1 | 1701.7 |
| PARK | 2610 | PARK COUNTY | RE-2 | 0.3 | 389.0 | 6.8 | 1.7 | 57.2 | 0.0 | 0.0 | |
| EL PASO | 1050 | ELLICOTT | 22 | 0.5 | 538.9 | 3.0 | 1.5 | 161.7 | 0.0 | 0.0 | |
| MORGAN | 2515 | WIGGINS | RE-50(J) | 0.5 | 273.3 | 6.2 | 2.1 | 66.1 | 0.0 | 0.0 | |
| MONTEZUMA | 2070 | MANCOS | RE-6 | 0.0 | | 2.9 | 1.0 | 166.2 | 1.0 | 0.3 | 482.0 |
| RIO GRANDE | 2750 | SARGENT | RE-33J | 0.5 | 494.4 | 3.8 | 1.9 | 117.1 | 0.0 | 0.0 | |
| OTERO | 2570 | SWINK | 33 | 0.5 | 318.0 | 2.0 | 1.0 | 159.0 | 0.0 | 0.0 | |
| ADAMS | 0060 | STRASBURG | 31J | 0.8 | 181.7 | 3.3 | 1.1 | 126.7 | 1.0 | 0.3 | 418.0 |
| GARFIELD | 1220 | GARFIELD | 16 | 1.1 | 136.3 | 5.0 | 1.7 | 87.2 | 0.0 | 0.0 | |
| MESA | 1990 | PLATEAU VALLEY | 50 | 0.3 | 471.0 | 4.0 | 1.3 | 117.8 | 1.0 | 0.3 | 471.0 |
| DOLORES | 0890 | DOLORES COUNTY | RE NO.2 | 0.7 | 89.3 | 7.7 | 1.3 | 46.4 | 0.0 | 0.0 | |
| BACA | 0230 | WALSH | RE-1 | 1.0 | 168.4 | 3.0 | 1.5 | 106.7 | 0.0 | 0.0 | |
| ARAPAHOE | 0190 | BYERS | 32J | 0.5 | 321.0 | 3.0 | 1.5 | 107.0 | 0.0 | 0.0 | |
| EL PASO | 0970 | CALHAN | RJ-1 | 0.5 | 319.0 | 3.9 | 2.0 | 81.8 | 0.0 | 0.0 | |
| CONEJOS | 0560 | SANFORD | 6J | 0.5 | 382.2 | 1.5 | 0.8 | 229.3 | 0.0 | 0.0 | |
| MONTROSE | 2190 | WEST END | RE-2 | 0.3 | 378.0 | 5.6 | 1.4 | 67.5 | 0.0 | 0.0 | |
| ROUTT | 2780 | SOUTH ROUTT | RE 3 | 0.6 | 196.1 | 4.0 | 1.3 | 88.3 | 0.5 | 0.2 | 706.0 |
| JACKSON | 1410 | NORTH PARK | R-1 | 0.5 | 313.0 | 4.0 | 2.0 | 78.3 | 0.0 | 0.0 | |
| GILPIN | 1330 | GILPIN COUNTY | RE-1 | 3.7 | 42.6 | 7.1 | 3.6 | 43.8 | 1.0 | 0.5 | 311.0 |
| TELLER | 3010 | CRIPPLE CREEK-VICTOR | RE-1 | 0.5 | 318.0 | 2.0 | 1.0 | 159.0 | 0.0 | 0.0 | |
| COSTILLA | 0640 | CENTENNIAL | R-1 | 0.6 | 215.0 | 2.8 | 0.9 | 138.2 | 0.1 | 0.0 | 3870.0 |
| MONTEZUMA | 2055 | DOLORES | RE-4A | 0.7 | 262.5 | 3.7 | 1.2 | 141.9 | 0.0 | 0.0 | |
| | | TOTAL | | | | 85.3 | | | 4.6 | | |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | TOTAL OTHER PERSONNEL | OTHER PERSONNEL PER SCHOOL | PUPILS PER OTHER PERSONNEL | TOTAL PERSONNEL | TOTAL PERSONNEL PER SCHOOL | PUPILS PER TOTAL PERSONNEL |
|---|---|---|---|---|---|---|---|---|---|
| WELD | 3090 | KEENESBURG | RE-3 | 23.8 | 6.0 | 49.1 | 110.6 | 27.7 | 10.6 |
| CONEJOS | 0550 | NORTH CONEJOS | RE-1J | 21.4 | 3.6 | 53.8 | 117.5 | 19.6 | 9.8 |
| LA PLATA | 1540 | IGNACIO | 11 JT | 25.4 | 5.1 | 37.0 | 125.8 | 25.2 | 7.5 |
| LA PLATA | 1530 | BAYFIELD | 10 JT-R | 15.5 | 5.2 | 48.6 | 80.1 | 26.7 | 9.4 |
| PARK | 2600 | PLATTE CANYON | 1 | 26.3 | 8.8 | 41.5 | 121.2 | 40.4 | 9.0 |
| | | TOTAL | | 112.4 | | | 555.2 | | |
| | | 601 - 1,201 AVERAGE | | 22.5 | 5.4 | 45.4 | 111.0 | 26.4 | 9.2 |
| PARK | 2610 | PARK COUNTY | RE-2 | 8.8 | 2.2 | 44.2 | 60.0 | 15.0 | 6.5 |
| EL PASO | 1050 | ELLICOTT | 22 | 13.1 | 6.6 | 37.0 | 56.1 | 28.1 | 8.6 |
| MORGAN | 2515 | WIGGINS | RE-50(J) | 9.1 | 3.0 | 45.1 | 51.8 | 17.3 | 7.9 |
| MONTEZUMA | 2070 | MANCOS | RE-6 | 9.3 | 3.1 | 51.8 | 52.1 | 17.4 | 9.3 |
| RIO GRANDE | 2750 | SARGENT | RE-33J | 9.9 | 5.0 | 44.9 | 50.3 | 25.2 | 8.8 |
| OTERO | 2570 | SWINK | 33 | 7.0 | 3.5 | 45.4 | 39.5 | 19.8 | 8.1 |
| ADAMS | 0060 | STRASBURG | 31J | 15.0 | 5.0 | 27.9 | 58.4 | 19.5 | 7.2 |
| GARFIELD | 1220 | GARFIELD | 16 | 12.1 | 4.0 | 36.0 | 58.3 | 19.4 | 7.5 |
| MESA | 1990 | PLATEAU VALLEY | 50 | 8.5 | 2.8 | 55.4 | 50.4 | 16.8 | 9.3 |
| DOLORES | 0890 | DOLORES COUNTY | RE NO.2 | 15.6 | 2.6 | 22.9 | 63.3 | 10.6 | 5.6 |
| BACA | 0230 | WALSH | RE-1 | 12.8 | 6.4 | 25.0 | 46.2 | 23.1 | 6.9 |
| ARAPAHOE | 0190 | BYERS | 32J | 7.8 | 3.9 | 41.2 | 39.8 | 19.9 | 8.1 |
| EL PASO | 0970 | CALHAN | RJ-1 | 7.8 | 3.9 | 40.9 | 39.6 | 19.8 | 8.1 |
| CONEJOS | 0560 | SANFORD | 6J | 4.6 | 2.3 | 74.8 | 35.6 | 17.8 | 9.7 |
| MONTROSE | 2190 | WEST END | RE-2 | 10.0 | 2.5 | 37.8 | 50.0 | 12.5 | 7.6 |
| ROUTT | 2780 | SOUTH ROUTT | RE 3 | 11.0 | 3.7 | 32.1 | 52.2 | 17.4 | 6.8 |
| JACKSON | 1410 | NORTH PARK | R-1 | 7.6 | 3.8 | 41.2 | 44.4 | 22.2 | 7.0 |
| GILPIN | 1330 | GILPIN COUNTY | RE-1 | 8.8 | 4.4 | 35.3 | 52.5 | 26.3 | 5.9 |
| TELLER | 3010 | CRIPPLE CREEK-VICTOR | RE-1 | 6.5 | 3.3 | 48.9 | 34.5 | 17.3 | 9.2 |
| COSTILLA | 0640 | CENTENNIAL | R-1 | 11.1 | 3.7 | 34.9 | 51.0 | 17.0 | 7.6 |
| MONTEZUMA | 2055 | DOLORES | RE-4A | 12.9 | 4.3 | 40.7 | 60.1 | 20.0 | 8.7 |
| | | TOTAL | | 209.3 | | | 1046.1 | | |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | SIZE | SCHOOL FINANCE CATEGORY | NUMBER OF SCHOOLS | FALL 88 PUPILS | TOTAL GENERAL ADMINISTRATORS | GENERAL ADMINISTRATORS PER SCHOOL | PUPILS PER GENERAL ADMINISTRATOR | TOTAL SCHOOL ADMINISTRATORS | SCHOOL ADMINISTRATORS PER SCHOOL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 301 - 600 AVERAGE | | | | 2.8 | 385.7 | 1.0 | 0.4 | 385.7 | 1.7 | 0.6 |
| SAGUACHE | 2790 | MOUNTAIN VALLEY | RE 1 | 6 | 6 | 2 | 203 | 1.0 | 0.5 | 203.0 | 1.0 | 0.5 |
| LAS ANIMAS | 1600 | HOEHNE REORGANIZED | 3 | 6 | 6 | 3 | 298 | 1.0 | 0.3 | 298.0 | 0.0 | 0.0 |
| LAS ANIMAS | 1590 | PRIMERO REORGANIZED | 2 | 6 | 6 | 2 | 181 | 1.0 | 0.5 | 181.0 | 0.0 | 0.0 |
| FREMONT | 1160 | COTOPAXI | RE-3 | 6 | 6 | 2 | 235 | 1.0 | 0.5 | 235.0 | 1.0 | 0.5 |
| KIT CARSON | 1480 | STRATTON | R-4 | 6 | 6 | 2 | 260 | 1.0 | 0.5 | 260.0 | 1.5 | 0.8 |
| CUSTER | 0860 | CONSOLIDATED | C-1 | 6 | 6 | 2 | 331 | 1.0 | 0.5 | 331.0 | 1.0 | 0.5 |
| PHILLIPS | 2630 | HAXTUN | RE-2J | 6 | 6 | 2 | 298 | 1.0 | 0.5 | 298.0 | 1.0 | 0.5 |
| LOGAN | 1860 | BUFFALO | RE-4 | 6 | 6 | 2 | 200 | 1.0 | 0.5 | 200.0 | 2.0 | 1.0 |
| WASHINGTON | 3050 | OTIS | R-3 | 6 | 6 | 2 | 198 | 1.0 | 0.5 | 198.0 | 0.0 | 0.0 |
| BENT | 0310 | MC CLAVE | RE-2 | 6 | 6 | 2 | 161 | 1.0 | 0.5 | 161.0 | 1.0 | 0.5 |
| PROWERS | 2650 | GRANADA | RE-1 | 6 | 6 | 2 | 251 | 1.0 | 0.5 | 251.0 | 0.0 | 0.0 |
| LINCOLN | 1780 | GENOA-HUGO | C113 | 6 | 6 | 2 | 217 | 1.0 | 0.5 | 217.0 | 1.0 | 0.5 |
| ARAPAHOE | 0170 | DEER TRAIL | 26J | 6 | 6 | 2 | 170 | 1.0 | 0.5 | 170.0 | 0.0 | 0.0 |
| LAS ANIMAS | 1620 | AGUILAR REORGANIZED | 6 | 6 | 6 | 2 | 167 | 1.0 | 0.5 | 167.0 | 1.0 | 0.5 |
| KIT CARSON | 1450 | ARRIBA-FLAGLER | C-20 | 6 | 6 | 2 | 238 | 1.0 | 0.5 | 238.0 | 1.0 | 0.5 |
| OURAY | 2590 | RIDGWAY | R-2 | 6 | 6 | 2 | 217 | 1.0 | 0.5 | 217.0 | 0.0 | 0.0 |
| PROWERS | 2680 | WILEY | RE-13 JT | 6 | 6 | 2 | 293 | 1.0 | 0.5 | 293.0 | 1.0 | 0.5 |
| SAN MIGUEL | 2840 | NORWOOD | R-2J | 6 | 6 | 3 | 272 | 1.0 | 0.3 | 272.0 | 1.0 | 0.3 |
| ALAMOSA | 0110 | SANGRE DE CRISTO | RE-22J | 6 | 6 | 2 | 286 | 1.0 | 0.5 | 286.0 | 1.0 | 0.5 |
| ELBERT | 0940 | BIG SANDY | 100J | 6 | 6 | 3 | 264 | 1.0 | 0.3 | 264.0 | 2.0 | 0.7 |
| COSTILLA | 0740 | SIERRA GRANDE | R-30 | 6 | 6 | 2 | 284 | 1.0 | 0.5 | 284.0 | 1.0 | 0.5 |
| OTERO | 2560 | CHERAW | 31 | 6 | 6 | 3 | 179 | 1.0 | 0.3 | 179.0 | 0.0 | 0.0 |
| KIOWA | 1430 | EADS | RE-1 | 6 | 6 | 4 | 298 | 1.0 | 0.3 | 298.0 | 2.0 | 0.5 |
| ELBERT | 0930 | KIOWA | C-2 | 6 | 6 | 2 | 187 | 1.0 | 0.5 | 187.0 | 1.0 | 0.5 |
| HUERFANO | 1400 | LA VETA | RE-2 | 6 | 6 | 2 | 233 | 1.0 | 0.5 | 233.0 | 1.0 | 0.5 |
| OTERO | 2535 | MANZANOLA | 3J | 6 | 6 | 2 | 292 | 1.0 | 0.5 | 292.0 | 0.0 | 0.0 |
| SEDGWICK | 2865 | PLATTE VALLEY | RE-3 | 6 | 6 | 2 | 181 | 1.0 | 0.5 | 181.0 | 1.0 | 0.5 |
| OURAY | 2580 | OURAY | R-1 | 6 | 6 | 2 | 183 | 1.0 | 0.5 | 183.0 | 1.0 | 0.5 |
| EL PASO | 1060 | PEYTON | 23 JT | 6 | 6 | 3 | 306 | 1.0 | 0.3 | 306.0 | 1.0 | 0.3 |
| | | TOTAL | | | | 65.0 | 6883.0 | 29.0 | | | 24.5 | |
| | | 300 AND LESS AVERAGE | | | | 2.2 | 237.3 | 1.0 | 0.4 | 237.3 | 0.8 | 0.4 |
| | | TOTAL | | | | 144.0 | 20088.0 | 57.0 | | | 79.5 | |
| | | RURAL CATEGORY AVERAGE | | | | 2.6 | 365.2 | 1.0 | 0.4 | 352.4 | 1.4 | 0.6 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | PUPILS PER SCHOOL ADMINISTRATOR | TOTAL INSTRUCTIONAL STAFF | INSTRUCTIONAL STAFF PER SCHOOL | PUPILS PER INSTRUCTIONAL STAFF | TOTAL SPECIAL SERVICES | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICES | TOTAL LIBRARY/ OTHER AIDES |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | TOTAL | | | 631.6 | | | 22.8 | | | 36.5 |
| | | 301 - 600 AVERAGE | | 231.4 | 30.1 | 10.9 | 12.8 | 1.1 | 0.4 | 355.3 | 1.7 |
| SAGUACHE | 2790 | MOUNTAIN VALLEY | RE 1 | 203.0 | 20.7 | 10.4 | 9.8 | 0.0 | 0.0 | | 0.6 |
| LAS ANIMAS | 1600 | HOEHNE REORGANIZED | 3 | | 21.5 | 7.2 | 13.9 | 1.0 | 0.3 | 298.0 | 1.0 |
| LAS ANIMAS | 1590 | PRIMERO REORGANIZED | 2 | | 16.3 | 8.2 | 11.1 | 0.0 | 0.0 | | 0.0 |
| FREMONT | 1160 | COTOPAXI | RE-3 | 235.0 | 22.2 | 11.1 | 10.6 | 0.0 | 0.0 | | 1.1 |
| KIT CARSON | 1480 | STRATTON | R-4 | 173.3 | 25.5 | 12.8 | 10.2 | 1.0 | 0.5 | 260.0 | 2.0 |
| CUSTER | 0860 | CONSOLIDATED | C-1 | 331.0 | 25.5 | 12.8 | 13.0 | 1.0 | 0.5 | 331.0 | 1.0 |
| PHILLIPS | 2630 | HAXTUN | RE-2J | 298.0 | 24.7 | 12.4 | 12.1 | 1.0 | 0.5 | 298.0 | 2.4 |
| LOGAN | 1860 | BUFFALO | RE-4 | 100.0 | 17.6 | 8.8 | 11.4 | 0.0 | 0.0 | | 0.5 |
| WASHINGTON | 3050 | OTIS | R-3 | | 21.2 | 10.6 | 9.3 | 0.0 | 0.0 | | 1.0 |
| BENT | 0310 | MC CLAVE | RE-2 | 161.0 | 19.3 | 9.7 | 8.3 | 0.0 | 0.0 | | 1.0 |
| PROWERS | 2650 | GRANADA | RE-1 | | 21.0 | 10.5 | 12.0 | 1.0 | 0.5 | 251.0 | 1.0 |
| LINCOLN | 1780 | GENOA-HUGO | C113 | 217.0 | 22.1 | 11.1 | 9.8 | 1.0 | 0.5 | 217.0 | 1.9 |
| ARAPAHOE | 0170 | DEER TRAIL | 26J | | 17.0 | 8.5 | 10.0 | 1.0 | 0.5 | 170.0 | 0.0 |
| LAS ANIMAS | 1620 | AGUILAR REORGANIZED | 6 | 167.0 | 18.0 | 9.0 | 9.3 | 0.0 | 0.0 | | 0.0 |
| KIT CARSON | 1450 | ARRIBA-FLAGLER | C-20 | 238.0 | 20.9 | 10.5 | 11.4 | 1.0 | 0.5 | 238.0 | 0.0 |
| OURAY | 2590 | RIDGWAY | R-2 | | 23.0 | 11.5 | 9.4 | 1.0 | 0.5 | 217.0 | 0.0 |
| PROWERS | 2680 | WILEY | RE-13 JT | 293.0 | 25.4 | 12.7 | 11.5 | 0.0 | 0.0 | | 0.0 |
| SAN MIGUEL | 2840 | NORWOOD | R-2J | 272.0 | 28.1 | 9.4 | 9.7 | 0.0 | 0.0 | | 1.0 |
| ALAMOSA | 0110 | SANGRE DE CRISTO | RE-22J | 286.0 | 21.5 | 10.8 | 13.3 | 0.0 | 0.0 | | 0.0 |
| ELBERT | 0940 | BIG SANDY | 100J | 132.0 | 19.8 | 6.6 | 13.3 | 1.0 | 0.3 | 264.0 | 1.0 |
| COSTILLA | 0740 | SIERRA GRANDE | R-30 | 284.0 | 22.3 | 11.2 | 12.7 | 0.0 | 0.0 | | 1.0 |
| OTERO | 2560 | CHERAW | 31 | | 18.5 | 6.2 | 9.7 | 0.0 | 0.0 | | 0.0 |
| KIOWA | 1430 | EADS | RE-1 | 149.0 | 26.0 | 6.5 | 11.5 | 0.0 | 0.0 | | 2.0 |
| ELBERT | 0930 | KIOWA | C-2 | 187.0 | 10.9 | 5.5 | 17.2 | 0.0 | 0.0 | | 1.0 |
| HUERFANO | 1400 | LA VETA | RE-2 | 233.0 | 22.0 | 11.0 | 10.6 | 1.0 | 0.5 | 233.0 | 1.0 |
| OTERO | 2535 | MANZANOLA | 3J | | 18.5 | 9.3 | 15.8 | 0.0 | 0.0 | | 2.0 |
| SEDGWICK | 2865 | PLATTE VALLEY | RE-3 | 181.0 | 19.2 | 9.6 | 9.4 | 1.0 | 0.5 | 181.0 | 1.0 |
| OURAY | 2580 | OURAY | R-1 | 183.0 | 15.7 | 7.9 | 11.7 | 0.0 | 0.0 | | 1.0 |
| EL PASO | 1060 | PEYTON | 23 JT | 306.0 | 26.0 | 8.7 | 11.8 | 1.0 | 0.3 | 306.0 | 1.0 |
| | | TOTAL | | | 610.4 | | | 13.0 | | | 25.5 |
| | | 300 AND LESS AVERAGE | | 280.9 | 21.0 | 9.4 | 11.3 | 0.4 | 0.2 | 529.5 | 0.9 |
| | | TOTAL | | | 1584.0 | | | 46.8 | | | 78.8 |
| | | RURAL CATEGORY AVERAGE | | 252.7 | 28.8 | 11.0 | 12.7 | 0.9 | 0.3 | 429.2 | 1.4 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | LIBRARY/ OTHER AIDES PER SCHOOL | PUPILS PER LIBRARY/ OTHER AIDES | TOTAL NONCERTIFICATED SUPPORT | NONCERTIFICATED SUPPORT PER SCHOOL | PUPILS PER NONCERTIFICATED SUPPORT | TOTAL CERTIFICATED SUPPORT | CERTIFICATED SUPPORT PER SCHOOL | PUPILS PER CERTIFICATED SUPPORT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 301 - 600 AVERAGE | | 0.6 | 221.9 | 4.1 | 1.5 | 95.0 | 0.2 | 0.1 | 1760.9 |
| SAGUACHE | 2790 | MOUNTAIN VALLEY | RE 1 | 0.3 | 338.3 | 2.0 | 1.0 | 101.5 | 0.0 | 0.0 | |
| LAS ANIMAS | 1600 | HOEHNE REORGANIZED | 3 | 0.3 | 298.0 | 2.0 | 0.7 | 149.0 | 1.0 | 0.3 | 298.0 |
| LAS ANIMAS | 1590 | PRIMERO REORGANIZED | 2 | 0.0 | | 2.3 | 1.2 | 78.7 | 0.0 | 0.0 | |
| FREMONT | 1160 | COTOPAXI | RE-3 | 0.6 | 213.6 | 2.3 | 1.2 | 102.2 | 0.0 | 0.0 | |
| KIT CARSON | 1480 | STRATTON | R-4 | 1.0 | 130.0 | 3.0 | 1.5 | 86.7 | 0.0 | 0.0 | |
| CUSTER | 0860 | CONSOLIDATED | C-1 | 0.5 | 331.0 | 2.2 | 1.1 | 150.5 | 0.0 | 0.0 | |
| PHILLIPS | 2630 | HAXTUN | RE-2J | 1.2 | 124.2 | 2.9 | 1.5 | 102.8 | 0.0 | 0.0 | |
| LOGAN | 1860 | BUFFALO | RE-4 | 0.3 | 400.0 | 1.5 | 0.8 | 133.3 | 1.0 | 0.5 | 200.0 |
| WASHINGTON | 3050 | OTIS | R-3 | 0.5 | 198.0 | 4.0 | 2.0 | 49.5 | 0.0 | 0.0 | |
| BENT | 0310 | MC CLAVE | RE-2 | 0.5 | 161.0 | 2.0 | 1.0 | 80.5 | 0.0 | 0.0 | |
| PROWERS | 2650 | GRANADA | RE-1 | 0.5 | 251.0 | 0.3 | 0.2 | 836.7 | 0.0 | 0.0 | |
| LINCOLN | 1780 | GENOA-HUGO | C113 | 1.0 | 114.2 | 2.0 | 1.0 | 108.5 | 0.0 | 0.0 | |
| ARAPAHOE | 0170 | DEER TRAIL | 26J | 0.0 | | 1.5 | 0.8 | 113.3 | 0.0 | 0.0 | |
| LAS ANIMAS | 1620 | AGUILAR REORGANIZED | 6 | 0.0 | | 2.0 | 1.0 | 83.5 | 0.0 | 0.0 | |
| KIT CARSON | 1450 | ARRIBA-FLAGLER | C-20 | 0.0 | | 2.3 | 1.2 | 103.5 | 0.0 | 0.0 | |
| OURAY | 2590 | RIDGWAY | R-2 | 0.0 | | 2.5 | 1.3 | 86.8 | 0.0 | 0.0 | |
| PROWERS | 2680 | WILEY | RE-13 JT | 0.0 | | 3.0 | 1.5 | 97.7 | 0.0 | 0.0 | |
| SAN MIGUEL | 2840 | NORWOOD | R-2J | 0.3 | 272.0 | 3.0 | 1.0 | 90.7 | 0.0 | 0.0 | |
| ALAMOSA | 0110 | SANGRE DE CRISTO | RE-22J | 0.0 | | 2.9 | 1.5 | 98.6 | 0.0 | 0.0 | |
| ELBERT | 0940 | BIG SANDY | 100J | 0.3 | 264.0 | 2.6 | 0.9 | 101.5 | 0.0 | 0.0 | |
| COSTILLA | 0740 | SIERRA GRANDE | R-30 | 0.5 | 284.0 | 1.6 | 0.8 | 177.5 | 0.0 | 0.0 | |
| OTERO | 2560 | CHERAW | 31 | 0.0 | | 2.0 | 0.7 | 89.5 | 0.0 | 0.0 | |
| KIOWA | 1430 | EADS | RE-1 | 0.5 | 149.0 | 3.0 | 0.8 | 99.3 | 0.0 | 0.0 | |
| ELBERT | 0930 | KIOWA | C-2 | 0.5 | 187.0 | 2.0 | 1.0 | 93.5 | 0.0 | 0.0 | |
| HUERFANO | 1400 | LA VETA | RE-2 | 0.5 | 233.0 | 3.0 | 1.5 | 77.7 | 0.0 | 0.0 | |
| OTERO | 2535 | MANZANOLA | 3J | 1.0 | 146.0 | 2.5 | 1.3 | 116.8 | 1.0 | 0.5 | 292.0 |
| SEDGWICK | 2865 | PLATTE VALLEY | RE-3 | 0.5 | 181.0 | 2.5 | 1.3 | 72.4 | 0.0 | 0.0 | |
| OURAY | 2580 | OURAY | R-1 | 0.5 | 183.0 | 1.0 | 0.5 | 183.0 | 0.0 | 0.0 | |
| EL PASO | 1060 | PEYTON | 23 JT | 0.3 | 306.0 | 2.0 | 0.7 | 153.0 | 2.0 | 0.7 | 153.0 |
| | | TOTAL | | | | 65.9 | | | 5.0 | | |
| | | 300 AND LESS AVERAGE | | 0.4 | 269.9 | 2.3 | 1.0 | 104.4 | 0.2 | 0.1 | 1376.6 |
| | | TOTAL | | | | 194.2 | | | 12.6 | | |
| | | RURAL CATEGORY AVERAGE | | 0.5 | 254.9 | 3.5 | 1.3 | 103.4 | 0.2 | 0.1 | 1594.3 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | TOTAL OTHER PERSONNEL | OTHER PERSONNEL PER SCHOOL | PUPILS PER OTHER PERSONNEL | TOTAL PERSONNEL | TOTAL PERSONNEL PER SCHOOL | PUPILS PER TOTAL PERSONNEL |
|---|---|---|---|---|---|---|---|---|---|
| | | 301 - 600 AVERAGE | | 10.0 | 3.6 | 38.7 | 49.8 | 18.0 | 7.7 |
| SAGUACHE | 2790 | MOUNTAIN VALLEY | RE 1 | 8.4 | 4.2 | 24.2 | 33.7 | 16.9 | 6.0 |
| LAS ANIMAS | 1600 | HOEHNE REORGANIZED | 3 | 9.1 | 3.0 | 32.7 | 36.6 | 12.2 | 8.1 |
| LAS ANIMAS | 1590 | PRIMERO REORGANIZED | 2 | 9.4 | 4.7 | 19.3 | 29.0 | 14.5 | 6.2 |
| FREMONT | 1160 | COTOPAXI | RE-3 | 8.4 | 4.2 | 28.0 | 36.0 | 18.0 | 6.5 |
| KIT CARSON | 1480 | STRATTON | R-4 | 9.2 | 4.6 | 28.3 | 43.2 | 21.6 | 6.0 |
| CUSTER | 0860 | CONSOLIDATED | C-1 | 10.4 | 5.2 | 31.8 | 42.1 | 21.1 | 7.9 |
| PHILLIPS | 2630 | HAXTUN | RE-2J | 8.0 | 4.0 | 37.3 | 41.0 | 20.5 | 7.3 |
| LOGAN | 1860 | BUFFALO | RE-4 | 5.9 | 3.0 | 33.9 | 29.5 | 14.8 | 6.8 |
| WASHINGTON | 3050 | OTIS | R-3 | 10.0 | 5.0 | 19.8 | 37.2 | 18.6 | 5.3 |
| BENT | 0310 | MC CLAVE | RE-2 | 5.5 | 2.8 | 29.3 | 29.8 | 14.9 | 5.4 |
| PROWERS | 2650 | GRANADA | RE-1 | 7.1 | 3.6 | 35.4 | 31.4 | 15.7 | 8.0 |
| LINCOLN | 1780 | GENOA-HUGO | C113 | 12.4 | 6.2 | 17.5 | 41.4 | 20.7 | 5.2 |
| ARAPAHOE | 0170 | DEER TRAIL | 26J | 4.8 | 2.4 | 35.4 | 25.3 | 12.7 | 6.7 |
| LAS ANIMAS | 1620 | AGUILAR REORGANIZED | 6 | 8.0 | 4.0 | 20.9 | 30.0 | 15.0 | 5.6 |
| KIT CARSON | 1450 | ARRIBA-FLAGLER | C-20 | 5.8 | 2.9 | 41.0 | 32.0 | 16.0 | 7.4 |
| OURAY | 2590 | RIDGWAY | R-2 | 4.8 | 2.4 | 45.2 | 32.3 | 16.2 | 6.7 |
| PROWERS | 2680 | WILEY | RE-13 JT | 7.9 | 4.0 | 37.1 | 38.3 | 19.2 | 7.7 |
| SAN MIGUEL | 2840 | NORWOOD | R-2J | 6.9 | 2.3 | 39.4 | 41.0 | 13.7 | 6.6 |
| ALAMOSA | 0110 | SANGRE DE CRISTO | RE-22J | 6.3 | 3.2 | 45.4 | 32.7 | 16.4 | 8.7 |
| ELBERT | 0940 | BIG SANDY | 100J | 9.1 | 3.0 | 29.0 | 36.5 | 12.2 | 7.2 |
| COSTILLA | 0740 | SIERRA GRANDE | R-30 | 5.9 | 3.0 | 48.1 | 32.8 | 16.4 | 8.7 |
| OTERO | 2560 | CHERAW | 31 | 5.9 | 2.0 | 30.3 | 27.4 | 9.1 | 6.5 |
| KIOWA | 1430 | EADS | RE-1 | 11.5 | 2.9 | 25.9 | 45.5 | 11.4 | 6.5 |
| ELBERT | 0930 | KIOWA | C-2 | 9.3 | 4.7 | 20.1 | 25.2 | 12.6 | 7.4 |
| HUERFANO | 1400 | LA VETA | RE-2 | 7.5 | 3.8 | 31.1 | 36.5 | 18.3 | 6.4 |
| OTERO | 2535 | MANZANOLA | 3J | 5.0 | 2.5 | 58.4 | 30.0 | 15.0 | 9.7 |
| SEDGWICK | 2865 | PLATTE VALLEY | RE-3 | 7.7 | 3.9 | 23.5 | 33.4 | 16.7 | 5.4 |
| OURAY | 2580 | OURAY | R-1 | 2.9 | 1.5 | 63.1 | 22.6 | 11.3 | 8.1 |
| EL PASO | 1060 | PEYTON | 23 JT | 9.0 | 3.0 | 34.0 | 43.0 | 14.3 | 7.1 |
| | | TOTAL | | 222.1 | | | 995.4 | | |
| | | 300 AND LESS AVERAGE | | 7.7 | 3.4 | 31.0 | 34.3 | 15.3 | 6.9 |
| | | TOTAL | | 543.8 | | | 2596.7 | | |
| | | RURAL CATEGORY AVERAGE | | 9.9 | 3.8 | 36.9 | 47.2 | 18.0 | 7.7 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | SIZE | SCHOOL FINANCE CATEGORY | NUMBER OF SCHOOLS | FALL 88 PUPILS | TOTAL GENERAL ADMINISTRATORS | GENERAL ADMINISTRATORS PER SCHOOL | PUPILS PER GENERAL ADMINISTRATOR | TOTAL SCHOOL ADMINISTRATORS | SCHOOL ADMINISTRATORS PER SCHOOL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| SUMMIT | 3000 | SUMMIT | RE-1 | 3 | 7 | 6 | 1536 | 1.0 | 0.2 | 1536.0 | 8.0 | 1.3 |
| ROUTT | 2770 | STEAMBOAT SPRINGS | RE-2 | 3 | 7 | 4 | 1530 | 2.0 | 0.5 | 765.0 | 5.0 | 1.3 |
| EAGLE | 0910 | EAGLE COUNTY | RE 50 | 3 | 7 | 9 | 2363 | 2.0 | 0.2 | 1181.5 | 9.0 | 1.0 |
| | | TOTAL | | | | 19.0 | 5429.0 | 5.0 | | | 22.0 | |
| | | 1,201 - 6,000 AVERAGE | | | | 6.3 | 1809.7 | 1.7 | 0.3 | 1085.8 | 7.3 | 1.2 |
| GRAND | 1350 | EAST GRAND | 2 | 4 | 7 | 5 | 1016 | 1.0 | 0.2 | 1016.0 | 6.0 | 1.2 |
| PITKIN | 2640 | ASPEN | 1 | 4 | 7 | 3 | 1018 | 1.0 | 0.3 | 1018.0 | 3.0 | 1.0 |
| | | TOTAL | | | | 8.0 | 2034.0 | 2.0 | | | 9.0 | |
| | | 601 - 1,200 AVERAGE | | | | 4.0 | 1017.0 | 1.0 | 0.3 | 1017.0 | 4.5 | 1.1 |
| SAN MIGUEL | 2830 | TELLURIDE | R-1 | 6 | 7 | 3 | 277 | 1.0 | 0.3 | 277.0 | 2.0 | 0.7 |
| | | TOTAL | | | | 30.0 | 7740.0 | 8.0 | | | 33.0 | |
| | | RECREATIONAL CATEGORY AVERAGE | | | | 5.0 | 1290.0 | 1.3 | 0.3 | 967.5 | 5.5 | 1.1 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | PUPILS PER SCHOOL ADMINISTRATOR | TOTAL INSTRUCTIONAL STAFF | INSTRUCTIONAL STAFF PER SCHOOL | PUPILS PER INSTRUCTIONAL STAFF | TOTAL SPECIAL SERVICES | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICES | TOTAL LIBRARY/ OTHER AIDES |
|---|---|---|---|---|---|---|---|---|---|---|---|
| SUMMIT | 3000 | SUMMIT | RE-1 | 192.0 | 114.7 | 19.1 | 13.4 | 7.5 | 1.3 | 204.8 | 9.0 |
| ROUTT | 2770 | STEAMBOAT SPRINGS | RE-2 | 306.0 | 107.1 | 26.8 | 14.3 | 5.0 | 1.3 | 306.0 | 9.2 |
| EAGLE | 0910 | EAGLE COUNTY | RE 50 | 262.6 | 171.8 | 19.1 | 13.8 | 13.0 | 1.4 | 181.8 | 6.5 |
| | | TOTAL | | | 393.6 | | | 25.5 | | | 24.7 |
| | | 1,201 - 6,000 AVERAGE | | 246.8 | 131.2 | 20.7 | 13.8 | 8.5 | 1.3 | 212.9 | 8.2 |
| GRAND | 1350 | EAST GRAND | 2 | 169.3 | 76.0 | 15.2 | 13.4 | 4.0 | 0.8 | 254.0 | 7.6 |
| PITKIN | 2640 | ASPEN | 1 | 339.3 | 87.2 | 29.1 | 11.7 | 3.0 | 1.0 | 339.3 | 4.0 |
| | | TOTAL | | | 163.2 | | | 7.0 | | | 11.6 |
| | | 601 - 1,200 AVERAGE | | 226.0 | 81.6 | 20.4 | 12.5 | 3.5 | 0.9 | 290.6 | 5.8 |
| SAN MIGUEL | 2830 | TELLURIDE | R-1 | 138.5 | 28.3 | 9.4 | 9.8 | 0.0 | 0.0 | | 2.3 |
| | | TOTAL | | | 585.1 | | | 32.5 | | 238.2 | 38.6 |
| | | RECREATIONAL CATEGORY AVERAGE | | 234.5 | 97.5 | 19.5 | 13.2 | 5.4 | 1.1 | 238.2 | 6.4 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | LIBRARY/ OTHER AIDES PER SCHOOL | PUPILS PER LIBRARY/ OTHER AIDES | TOTAL NONCERTIFICATED SUPPORT | NONCERTIFICATED SUPPORT PER SCHOOL | PUPILS PER NONCERTIFICATED SUPPORT | TOTAL CERTIFICATED SUPPORT | CERTIFICATED SUPPORT PER SCHOOL | PUPILS PER CERTIFICATED SUPPORT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| SUMMIT | 3000 | SUMMIT | RE-1 | 1.5 | 170.7 | 17.0 | 2.8 | 90.4 | 6.0 | 1.0 | 256.0 |
| ROUTT | 2770 | STEAMBOAT SPRINGS | RE-2 | 2.3 | 166.3 | 11.8 | 3.0 | 129.7 | 1.0 | 0.3 | 1530.0 |
| EAGLE | 0910 | EAGLE COUNTY | RE 50 | 0.7 | 363.5 | 34.0 | 3.8 | 69.5 | 1.0 | 0.1 | 2363.0 |
| | | TOTAL | | | | 62.8 | | | 8.0 | | |
| | | 1,201 - 6,000 AVERAGE | | 1.3 | 219.8 | 20.9 | 3.3 | 86.4 | 2.7 | 0.4 | 678.6 |
| GRAND | 1350 | EAST GRAND | 2 | 1.5 | 133.7 | 18.0 | 3.6 | 56.4 | 2.0 | 0.4 | 508.0 |
| PITKIN | 2640 | ASPEN | 1 | 1.3 | 254.5 | 13.0 | 4.3 | 78.3 | 0.0 | 0.0 | |
| | | TOTAL | | | | 31.0 | | | 2.0 | | |
| | | 601 - 1,200 AVERAGE | | 1.5 | 175.3 | 15.5 | 3.9 | 65.6 | 1.0 | 0.3 | 1017.0 |
| SAN MIGUEL | 2830 | TELLURIDE | R-1 | 0.8 | 120.4 | 4.5 | 1.5 | 61.6 | 2.0 | 0.7 | 138.5 |
| | | TOTAL | | | | 98.3 | | | 12.0 | | |
| | | RECREATIONAL CATEGORY AVERAGE | | 1.3 | 200.5 | 16.4 | 3.3 | 78.7 | 2.0 | 0.4 | 645.0 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | TOTAL OTHER PERSONNEL | OTHER PERSONNEL PER SCHOOL | PUPILS PER OTHER PERSONNEL | TOTAL PERSONNEL | TOTAL PERSONNEL PER SCHOOL | PUPILS PER TOTAL PERSONNEL |
|---|---|---|---|---|---|---|---|---|---|
| SUMMIT | 3000 | SUMMIT | RE-1 | 33.4 | 5.6 | 46.0 | 196.6 | 32.8 | 7.8 |
| ROUTT | 2770 | STEAMBOAT SPRINGS | RE-2 | 15.9 | 4.0 | 96.2 | 157.0 | 39.3 | 9.7 |
| EAGLE | 0910 | EAGLE COUNTY | RE 50 | 59.0 | 6.6 | 40.1 | 296.3 | 32.9 | 8.0 |
| | | TOTAL | | 108.3 | | | 649.9 | | |
| | | 1,201 - 6,000 AVERAGE | | 36.1 | 5.7 | 50.1 | 216.6 | 34.2 | 8.4 |
| GRAND | 1350 | EAST GRAND | 2 | 27.4 | 5.5 | 37.1 | 142.0 | 28.4 | 7.2 |
| PITKIN | 2640 | ASPEN | 1 | 14.8 | 4.9 | 68.8 | 126.0 | 42.0 | 8.1 |
| | | TOTAL | | 42.2 | | | 268.0 | | |
| | | 601 - 1,200 AVERAGE | | 21.1 | 5.3 | 48.2 | 134.0 | 33.5 | 7.6 |
| SAN MIGUEL | 2830 | TELLURIDE | R-1 | 6.1 | 2.0 | 45.4 | 46.2 | 15.4 | 6.0 |
| | | TOTAL | | 156.6 | | | 964.1 | | |
| | | RECREATIONAL CATEGORY AVERAGE | | 26.1 | 5.2 | 49.4 | 160.7 | 32.1 | 8.0 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | SIZE | SCHOOL FINANCE CATEGORY | NUMBER OF SCHOOLS | FALL 88 PUPILS | TOTAL GENERAL ADMINISTRATORS | GENERAL ADMINISTRATORS PER SCHOOL | PUPILS PER GENERAL ADMINISTRATOR | TOTAL SCHOOL ADMINISTRATORS | SCHOOL ADMINISTRATORS PER SCHOOL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| LAS ANIMAS | 1760 | KIM REORGANIZED | 88 | 6 | 8 | 2 | 75 | 1.0 | 0.5 | 75.0 | 0.0 | 0.0 |
| WELD | 3146 | BRIGGSDALE | RE-10 | 6 | 8 | 2 | 85 | 1.0 | 0.5 | 85.0 | 0.0 | 0.0 |
| WELD | 3147 | PRAIRIE | RE-11 | 6 | 8 | 2 | 97 | 1.0 | 0.5 | 97.0 | 0.0 | 0.0 |
| SAN JUAN | 2820 | SILVERTON | 1 | 6 | 8 | 2 | 157 | 1.0 | 0.5 | 157.0 | 0.0 | 0.0 |
| WELD | 3148 | PAWNEE | RE-12 | 6 | 8 | 2 | 82 | 1.0 | 0.5 | 82.0 | 0.0 | 0.0 |
| MINERAL | 2010 | CREEDE CONSOLIDATED | 1 | 6 | 8 | 2 | 95 | 1.0 | 0.5 | 95.0 | 2.0 | 1.0 |
| BACA | 0260 | VILAS | RE-5 | 6 | 8 | 2 | 72 | 1.0 | 0.5 | 72.0 | 0.0 | 0.0 |
| LOGAN | 1870 | PLATEAU | RE-5 | 6 | 8 | 2 | 128 | 1.0 | 0.5 | 128.0 | 0.0 | 0.0 |
| BACA | 0240 | PRITCHETT | RE-3 | 6 | 8 | 2 | 70 | 1.0 | 0.5 | 70.0 | 0.0 | 0.0 |
| LINCOLN | 1810 | KARVAL | RE-23 | 6 | 8 | 2 | 59 | 1.0 | 0.5 | 59.0 | 0.0 | 0.0 |
| ELBERT | 0960 | AGATE | 300 | 6 | 8 | 2 | 53 | 1.0 | 0.5 | 53.0 | 0.0 | 0.0 |
| KIT CARSON | 1490 | BETHUNE | R-5 | 6 | 8 | 2 | 99 | 1.0 | 0.5 | 99.0 | 0.0 | 0.0 |
| ELBERT | 0950 | ELBERT | 200 | 6 | 8 | 2 | 128 | 1.0 | 0.5 | 128.0 | 0.0 | 0.0 |
| KIT CARSON | 1460 | HI-PLAINS | R-23 | 6 | 8 | 2 | 126 | 1.0 | 0.5 | 126.0 | 1.0 | 0.5 |
| CHEYENNE | 0510 | KIT CARSON | R-1 | 6 | 8 | 2 | 145 | 1.0 | 0.5 | 145.0 | 0.0 | 0.0 |
| WASHINGTON | 3070 | WOODLIN | R-104 | 6 | 8 | 2 | 105 | 1.0 | 0.5 | 105.0 | 0.0 | 0.0 |
| BACA | 0270 | CAMPO | RE-6 | 6 | 8 | 2 | 76 | 1.0 | 0.5 | 76.0 | 1.0 | 0.5 |
| HINSDALE | 1380 | HINSDALE COUNTY | RE. 1 | 6 | 8 | 1 | 32 | 0.0 | 0.0 | | 0.0 | 0.0 |
| SAGUACHE | 2800 | MOFFAT | 2 | 6 | 8 | 3 | 124 | 1.0 | 0.3 | 124.0 | 1.0 | 0.3 |
| EL PASO | 1120 | EDISON | 54 JT | 6 | 8 | 2 | 34 | 1.0 | 0.5 | 34.0 | 0.0 | 0.0 |
| MORGAN | 2505 | WELDON VALLEY | RE-20(J) | 6 | 8 | 3 | 123 | 1.0 | 0.3 | 123.0 | 0.0 | 0.0 |
| WASHINGTON | 3040 | ARICKAREE | R-2 | 6 | 8 | 2 | 133 | 1.0 | 0.5 | 133.0 | 0.0 | 0.0 |
| MESA | 1980 | DEBEQUE | 49JT | 6 | 8 | 2 | 98 | 1.0 | 0.5 | 98.0 | 0.0 | 0.0 |
| KIOWA | 1440 | PLAINVIEW | RE-2 | 6 | 8 | 2 | 83 | 1.0 | 0.5 | 83.0 | 0.0 | 0.0 |
| LOGAN | 1850 | FRENCHMAN | RE-3 | 6 | 8 | 2 | 152 | 1.0 | 0.5 | 152.0 | 1.0 | 0.5 |
| EL PASO | 1070 | HANOVER | 28 | 6 | 8 | 2 | 60 | 1.0 | 0.5 | 60.0 | 0.0 | 0.0 |
| EL PASO | 1130 | MIAMI/YODER | 60 JT | 6 | 8 | 2 | 149 | 1.0 | 0.5 | 149.0 | 1.0 | 0.5 |
| WASHINGTON | 3060 | LONE STAR | 101 | 6 | 8 | 2 | 55 | 1.0 | 0.5 | 55.0 | 0.0 | 0.0 |
| LAS ANIMAS | 1750 | BRANSON REORGANIZED | 82 | 6 | 8 | 2 | 42 | 1.0 | 0.5 | 42.0 | 0.0 | 0.0 |
| | | TOTAL | | | | 59.0 | 2737.0 | 28.0 | | | 7.0 | |
| | | SMALL ATTENDANCE CATEGORY AVERAGE | | | | 2.0 | 94.4 | 1.0 | 0.5 | 97.8 | 0.2 | 0.1 |
| | | STATE TOTAL | | | | 1334.0 | 559712.0 | 249.0 | | | 1669.1 | |
| | | STATE AVERAGE | | | | 7.6 | 3180.2 | 1.4 | 0.2 | 2247.8 | 9.5 | 1.3 |
| | | BOCES TOTAL | | | | 8.0 | 369.0 | 0.0 | | | 1.0 | |
| | | STATE TOTAL WITH BOCES | | | | 1342.0 | 560081.0 | 249.0 | | | 1670.1 | |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | PUPILS PER SCHOOL ADMINISTRATOR | TOTAL INSTRUCTIONAL STAFF | INSTRUCTIONAL STAFF PER SCHOOL | PUPILS PER INSTRUCTIONAL STAFF | TOTAL SPECIAL SERVICES | SPECIAL SERVICES PER SCHOOL | PUPILS PER SPECIAL SERVICES | TOTAL LIBRARY/ OTHER AIDES |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LAS ANIMAS | 1760 | KIM REORGANIZED | 88 | | 11.5 | 5.8 | 6.5 | 0.0 | 0.0 | | 1.0 |
| WELD | 3146 | BRIGGSDALE | RE-10 | | 11.8 | 5.9 | 7.2 | 0.3 | 0.2 | 283.3 | 0.0 |
| WELD | 3147 | PRAIRIE | RE-11 | | 16.0 | 8.0 | 6.1 | 1.0 | 0.5 | 97.0 | 0.0 |
| SAN JUAN | 2820 | SILVERTON | 1 | | 16.0 | 8.0 | 9.8 | 1.0 | 0.5 | 157.0 | 1.0 |
| WELD | 3148 | PAWNEE | RE-12 | | 16.6 | 8.3 | 4.9 | 0.0 | 0.0 | | 0.0 |
| MINÉRAL | 2010 | CREEDE CONSOLIDATED | 1 | 47.5 | 10.3 | 5.2 | 9.2 | 0.0 | 0.0 | | 0.0 |
| BACA | 0260 | VILAS | RE-5 | | 13.0 | 6.5 | 5.5 | 0.0 | 0.0 | | 0.0 |
| LOGAN | 1870 | PLATEAU | RE-5 | | 18.0 | 9.0 | 7.1 | 0.0 | 0.0 | | 0.4 |
| BACA | 0240 | PRITCHETT | RE-3 | | 12.7 | 6.4 | 5.5 | 0.0 | 0.0 | | 0.0 |
| LINCOLN | 1810 | KARVAL | RE-23 | | 9.0 | 4.5 | 6.6 | 0.0 | 0.0 | | 0.0 |
| ELBERT | 0960 | AGATE | 300 | | 8.6 | 4.3 | 6.2 | 0.0 | 0.0 | | 1.0 |
| KIT CARSON | 1490 | BETHUNE | R-5 | | 11.2 | 5.6 | 8.8 | 0.0 | 0.0 | | 1.0 |
| ELBERT | 0950 | ELBERT | 200 | | 12.0 | 6.0 | 10.7 | 0.0 | 0.0 | | 0.0 |
| KIT CARSON | 1460 | HI-PLAINS | R-23 | 126.0 | 13.8 | 6.9 | 9.1 | 0.0 | 0.0 | | 0.8 |
| CHEYENNE | 0510 | KIT CARSON | R-1 | | 18.0 | 9.0 | 8.1 | 0.0 | 0.0 | | 1.0 |
| WASHINGTON | 3070 | WOODLIN | R-104 | | 16.0 | 8.0 | 6.6 | 0.0 | 0.0 | | 0.3 |
| BACA | 0270 | CAMPO | RE-6 | 76.0 | 10.4 | 5.2 | 7.3 | 0.0 | 0.0 | | 0.5 |
| HINSDALE | 1380 | HINSDALE COUNTY | RE. 1 | | 6.1 | 6.1 | 5.2 | 0.0 | 0.0 | | 0.4 |
| SAGUACHE | 2800 | MOFFAT | 2 | 124.0 | 12.9 | 4.3 | 9.6 | 1.0 | 0.3 | 124.0 | 1.0 |
| EL PASO | 1120 | EDISON | 54 JT | | 8.0 | 4.0 | 4.3 | 0.0 | 0.0 | | 0.0 |
| MORGAN | 2505 | WELDON VALLEY | RE-20(J) | | 15.5 | 5.2 | 7.9 | 0.0 | 0.0 | | 1.2 |
| WASHINGTON | 3040 | ARICKAREE | R-2 | | 17.0 | 8.5 | 7.8 | 1.0 | 0.5 | 133.0 | 1.0 |
| MESA | 1980 | DEBEQUE | 49JT | | 10.5 | 5.3 | 9.3 | 0.6 | 0.3 | 163.3 | 0.0 |
| KIOWA | 1440 | PLAINVIEW | RE-2 | | 15.0 | 7.5 | 5.5 | 0.0 | 0.0 | | 1.0 |
| LOGAN | 1850 | FRENCHMAN | RE-3 | 152.0 | 19.2 | 9.6 | 7.9 | 0.0 | 0.0 | | 1.0 |
| EL PASO | 1070 | HANOVER | 28 | | 6.1 | 3.1 | 9.8 | 0.0 | 0.0 | | 0.4 |
| EL PASO | 1130 | MIAMI/YODER | 60 JT | 149.0 | 13.0 | 6.5 | 11.5 | 0.4 | 0.2 | 372.5 | 1.0 |
| WASHINGTON | 3060 | LONE STAR | 101 | | 8.8 | 4.4 | 6.2 | 0.0 | 0.0 | | 0.0 |
| LAS ANIMAS | 1750 | BRANSON REORGANIZED | 82 | | 8.5 | 4.3 | 4.9 | 0.0 | 0.0 | | 0.0 |
| | | TOTAL | | | 365.5 | | | 5.3 | | | 14.0 |
| | | SMALL ATTENDANCE CATEGORY AVERAGE | | 391.0 | 12.6 | 6.2 | 7.5 | 0.2 | 0.1 | 516.4 | 0.5 |
| | | STATE TOTAL | | | 35169.2 | | | 2214.9 | | | 1810.8 |
| | | STATE AVERAGE | | 335.3 | 199.8 | 26.4 | 15.9 | 12.6 | 1.7 | 252.7 | 10.3 |
| | | BOCES TOTAL | | | 269.5 | | | 130.9 | | | 4.0 |
| | | STATE TOTAL WITH BOCES | | | 35438.7 | | | 2345.8 | | | 1814.8 |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | LIBRARY/ OTHER AIDES PER SCHOOL | PUPILS PER LIBRARY/ OTHER AIDES | TOTAL NONCERTIFICATED SUPPORT | NONCERTIFICATED SUPPORT PER SCHOOL | PUPILS PER NONCERTIFICATED SUPPORT | TOTAL CERTIFICATED SUPPORT | CERTIFICATED SUPPORT PER SCHOOL | PUPILS PER CERTIFICATED SUPPORT |
|---|---|---|---|---|---|---|---|---|---|---|---|
| LAS ANIMAS | 1760 | KIM REORGANIZED | 88 | 0.5 | 75.0 | 1.0 | 0.5 | 75.0 | 0.0 | 0.0 | |
| WELD | 3146 | BRIGGSDALE | RE-10 | 0.0 | | 1.9 | 1.0 | 44.7 | 0.0 | 0.0 | |
| WELD | 3147 | PRAIRIE | RE-11 | 0.0 | | 2.0 | 1.0 | 48.5 | 0.0 | 0.0 | |
| SAN JUAN | 2820 | SILVERTON | 1 | 0.5 | 157.0 | 2.0 | 1.0 | 78.5 | 0.0 | 0.0 | |
| WELD | 3148 | PAWNEE | RE-12 | 0.0 | | 1.0 | 0.5 | 82.0 | 1.0 | 0.5 | 82.0 |
| MINERAL | 2010 | CREEDE CONSOLIDATED | 1 | 0.0 | | 1.0 | 0.5 | 95.0 | 0.0 | 0.0 | |
| BACA | 0260 | VILAS | RE-5 | 0.0 | | 1.3 | 0.7 | 55.4 | 0.0 | 0.0 | |
| LOGAN | 1870 | PLATEAU | RE-5 | 0.2 | 320.0 | 1.8 | 0.9 | 71.1 | 0.0 | 0.0 | |
| BACA | 0240 | PRITCHETT | RE-3 | 0.0 | | 2.0 | 1.0 | 35.0 | 0.0 | 0.0 | |
| LINCOLN | 1810 | KARVAL | RE-23 | 0.0 | | 0.5 | 0.3 | 118.0 | 0.0 | 0.0 | |
| ELBERT | 0960 | AGATE | 300 | 0.5 | 53.0 | 1.9 | 1.0 | 27.9 | 0.0 | 0.0 | |
| KIT CARSON | 1490 | BETHUNE | R-5 | 0.5 | 99.0 | 1.0 | 0.5 | 99.0 | 0.0 | 0.0 | |
| ELBERT | 0950 | ELBERT | 200 | 0.0 | | 2.6 | 1.3 | 49.2 | 0.0 | 0.0 | |
| KIT CARSON | 1460 | HI-PLAINS | R-23 | 0.4 | 157.5 | 2.6 | 1.3 | 48.5 | 0.0 | 0.0 | |
| CHEYENNE | 0510 | KIT CARSON | R-1 | 0.5 | 145.0 | 3.0 | 1.5 | 48.3 | 0.0 | 0.0 | |
| WASHINGTON | 3070 | WOODLIN | R-104 | 0.2 | 350.0 | 1.0 | 0.5 | 105.0 | 1.0 | 0.5 | 105.0 |
| BACA | 0270 | CAMPO | RE-6 | 0.3 | 152.0 | 1.0 | 0.5 | 76.0 | 0.0 | 0.0 | |
| HINSDALE | 1380 | HINSDALE COUNTY | RE. 1 | 0.4 | 80.0 | 1.0 | 1.0 | 32.0 | 0.0 | 0.0 | |
| SAGUACHE | 2800 | MOFFAT | 2 | 0.3 | 124.0 | 1.9 | 0.6 | 65.3 | 0.0 | 0.0 | |
| EL PASO | 1120 | EDISON | 54 JT | 0.0 | | 1.0 | 0.5 | 34.0 | 0.0 | 0.0 | |
| MORGAN | 2505 | WELDON VALLEY | RE-20(J) | 0.4 | 102.5 | 2.6 | 0.9 | 47.3 | 1.0 | 0.3 | 123.0 |
| WASHINGTON | 3040 | ARICKAREE | R-2 | 0.5 | 133.0 | 1.0 | 0.5 | 133.0 | 0.0 | 0.0 | |
| MESA | 1980 | DEBEQUE | 49JT | 0.0 | | 1.9 | 1.0 | 51.6 | 0.0 | 0.0 | |
| KIOWA | 1440 | PLAINVIEW | RE-2 | 0.5 | 83.0 | 2.0 | 1.0 | 41.5 | 0.0 | 0.0 | |
| LOGAN | 1850 | FRENCHMAN | RE-3 | 0.5 | 152.0 | 2.1 | 1.1 | 72.4 | 0.0 | 0.0 | |
| EL PASO | 1070 | HANOVER | 28 | 0.2 | 150.0 | 0.9 | 0.5 | 66.7 | 0.0 | 0.0 | |
| EL PASO | 1130 | MIAMI/YODER | 60 JT | 0.5 | 149.0 | 1.9 | 1.0 | 78.4 | 0.0 | 0.0 | |
| WASHINGTON | 3060 | LONE STAR | 101 | 0.0 | | 2.0 | 1.0 | 27.5 | 0.0 | 0.0 | |
| LAS ANIMAS | 1750 | BRANSON REORGANIZED | 82 | 0.0 | | 1.3 | 0.7 | 32.3 | 0.0 | 0.0 | |
| | | TOTAL | | | | 47.2 | | | 3.0 | | |
| | | SMALL ATTENDANCE CATEGORY AVERAGE | | 0.2 | 195.5 | 1.6 | 0.8 | 58.0 | 0.1 | 0.1 | 912.3 |
| | | STATE TOTAL | | | | 5374.8 | | | 1081.3 | | |
| | | STATE AVERAGE | | 1.4 | 309.1 | 30.5 | 4.0 | 104.1 | 6.1 | 0.8 | 517.6 |
| | | BOCES TOTAL | | | | 0.0 | | | 62.4 | | |
| | | STATE TOTAL WITH BOCES | | | | 5374.8 | | | 1143.7 | | |

APPENDIX A: DISTRICT-BY-DISTRICT SUMMARY

FALL 1988 CERTIFICATED AND NONCERTIFICATED PERSONNEL

| COUNTY | NUMBER | NAME | | TOTAL OTHER PERSONNEL | OTHER PERSONNEL PER SCHOOL | PUPILS PER OTHER PERSONNEL | TOTAL PERSONNEL | TOTAL PERSONNEL PER SCHOOL | PUPILS PER TOTAL PERSONNEL |
|---|---|---|---|---|---|---|---|---|---|
| LAS ANIMAS | 1760 | KIM REORGANIZED | 88 | 4.3 | 2.2 | 17.4 | 18.8 | 9.4 | 4.0 |
| WELD | 3146 | BRIGGSDALE | RE-10 | 4.3 | 2.2 | 19.8 | 19.3 | 9.7 | 4.4 |
| WELD | 3147 | PRAIRIE | RE-11 | 3.2 | 1.6 | 30.3 | 23.2 | 11.6 | 4.2 |
| SAN JUAN | 2820 | SILVERTON | 1 | 2.0 | 1.0 | 78.5 | 23.0 | 11.5 | 6.8 |
| WELD | 3148 | PAWNEE | RE-12 | 4.0 | 2.0 | 20.5 | 23.6 | 11.8 | 3.5 |
| MINERAL | 2010 | CREEDE CONSOLIDATED | 1 | 3.0 | 1.5 | 31.7 | 17.3 | 8.7 | 5.5 |
| BACA | 0260 | VILAS | RE-5 | 3.8 | 1.9 | 18.9 | 19.1 | 9.6 | 3.8 |
| LOGAN | 1870 | PLATEAU | RE-5 | 3.1 | 1.6 | 41.3 | 24.3 | 12.2 | 5.3 |
| BACA | 0240 | PRITCHETT | RE-3 | 2.6 | 1.3 | 26.9 | 18.3 | 9.2 | 3.8 |
| LINCOLN | 1810 | KARVAL | RE-23 | 3.8 | 1.9 | 15.5 | 14.3 | 7.2 | 4.1 |
| ELBERT | 0960 | AGATE | 300 | 5.5 | 2.8 | 9.6 | 18.0 | 9.0 | 2.9 |
| KIT CARSON | 1490 | BETHUNE | R-5 | 3.7 | 1.9 | 26.8 | 17.9 | 9.0 | 5.5 |
| ELBERT | 0950 | ELBERT | 200 | 2.8 | 1.4 | 45.7 | 18.4 | 9.2 | 7.0 |
| KIT CARSON | 1460 | HI-PLAINS | R-23 | 7.5 | 3.8 | 16.8 | 26.7 | 13.4 | 4.7 |
| CHEYENNE | 0510 | KIT CARSON | R-1 | 5.8 | 2.9 | 25.0 | 28.8 | 14.4 | 5.0 |
| WASHINGTON | 3070 | WOODLIN | R-104 | 8.7 | 4.4 | 12.1 | 28.0 | 14.0 | 3.8 |
| BACA | 0270 | CAMPO | RE-6 | 5.5 | 2.8 | 13.8 | 19.4 | 9.7 | 3.9 |
| HINSDALE | 1380 | HINSDALE COUNTY | RE. 1 | 1.9 | 1.9 | 16.8 | 9.4 | 9.4 | 3.4 |
| SAGUACHE | 2800 | MOFFAT | 2 | 5.4 | 1.8 | 23.0 | 24.2 | 8.1 | 5.1 |
| EL PASO | 1120 | EDISON | 54 JT | 2.8 | 1.4 | 12.1 | 12.8 | 6.4 | 2.7 |
| MORGAN | 2505 | WELDON VALLEY | RE-20(J) | 6.5 | 2.2 | 18.9 | 27.8 | 9.3 | 4.4 |
| WASHINGTON | 3040 | ARICKAREE | R-2 | 5.8 | 2.9 | 22.9 | 26.8 | 13.4 | 5.0 |
| MESA | 1980 | DEBEQUE | 49JT | 4.0 | 2.0 | 24.5 | 18.0 | 9.0 | 5.4 |
| KIOWA | 1440 | PLAINVIEW | RE-2 | 5.3 | 2.7 | 15.7 | 24.3 | 12.2 | 3.4 |
| LOGAN | 1850 | FRENCHMAN | RE-3 | 5.5 | 2.8 | 27.6 | 29.8 | 14.9 | 5.1 |
| EL PASO | 1070 | HANOVER | 28 | 3.3 | 1.7 | 18.2 | 11.7 | 5.9 | 5.1 |
| EL PASO | 1130 | MIAMI/YODER | 60 JT | 6.0 | 3.0 | 24.8 | 24.3 | 12.2 | 6.1 |
| WASHINGTON | 3060 | LONE STAR | 101 | 2.8 | 1.4 | 19.6 | 14.6 | 7.3 | 3.8 |
| LAS ANIMAS | 1750 | BRANSON REORGANIZED | 82 | 3.3 | 1.7 | 12.7 | 14.1 | 7.1 | 3.0 |
| | | TOTAL | | 126.2 | | | 596.2 | | |
| | | SMALL ATTENDANCE CATEGORY AVERAGE | | 4.4 | 2.1 | 21.7 | 20.6 | 10.1 | 4.6 |
| | | STATE TOTAL | | 11777.2 | | | 59346.3 | | |
| | | STATE AVERAGE | | 66.9 | 8.8 | 47.5 | 337.2 | 44.5 | 9.4 |
| | | BOCES TOTAL | | 0.0 | | | 467.8 | | |
| | | STATE TOTAL WITH BOCES | | 11777.2 | | | 59814.1 | | |